



**The Effect of Decision Making Autonomy of Employees on
Organizational Performance: the case of Commercial Bank
of Ethiopia**

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DECLARATION

I, Hilina Sereke Habtu declare that the thesis entitled ‘The effect of decision making autonomy of employees on organizational performance: the case of Commercial Bank of Ethiopia’ is my original work. Moreover, this study has not been presented for any other program or university and that all sources of material used have been acknowledged accordingly.

Hilina Sereke

CERTIFICATION

This is to certify that Hilina Sereke has carried out her research work on entitled ‘The effect of decision making autonomy of employees on organizational performance: the case of Commercial Bank of Ethiopia’ for the partial fulfillment of Masters of Arts in Human Resource Management at Addis Ababa University School of Commerce. This work is original and it is suitable for submission of Masters of Arts in Human Resource Management.

Advisor: Dr. Abdurezak Mohammed

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List of Abbreviations

ATM – Automatic teller machine

CBE – Commercial Bank of Ethiopia

SD – Standard Deviation

SPSS- Statistical Package for Social Science

ABSTRACT

Employees are the fuel that runs the engine of the organization and it is believed that their autonomy in the decision-making process plays a vital role in the organizational performance. It leads to lost man hours among others which adversely affect the fortunes of the organization. This study, therefore, sought to determine the effect of employee autonomy as a management tool in decision-making and its implementation in organizations by determining the extent to which employees are granted autonomy in decision-making and the consequences of such action on implementation of decisions. The type of research design for this study is exploratory method and it relied on primary information. The research findings suggested that employee autonomy in decision-making contributes to effective decision implementation and also creates an enabling environment for creativity and growth as employees see themselves as stakeholders and owners of the decision-making implementation. It was also revealed from the research that when employees see themselves as not being part of the decision-making process, they become dissatisfied and apathetic which is likely to adversely affect organizational performance. It is recommended that employees' views are sought on matters that affect their lives and work and they should also be empowered to take decisions through which they will have a sense of self-worth and a feeling of belonging that will make them give of their best in the organization.

Key words: Decision making autonomy, Control, Choice, Empowerment, Organizational performance

CHAPTER ONE

INTRODUCTION

This chapter includes basic issues that functions as a foundation for the research. It is the research part in which the overall research is stated briefly.

1.1 Background of the study

The recent years have witnessed rapid changes in information technology, the new world economic order, the coming of the new regional power and many others. All these changes have presented on the one hand a very dynamic world of increased population, inflation, social consumption, and on the other hand limited scarce resources. In such a complex and fast changing business environment, managers are faced with a multitude of decisions every day. They have to make decisions even if they are not willing to do so. (Pearce & Robinson, 1985)

Decisions are made every day. Some are straightforward, such as determining which of the subordinates should be assigned to a project. Others are complex, such as selecting a new supplier. Some involve trade-offs, risks, and the interplay of various factors, such as the risk and cost of failure.

The definition of autonomy is not universally agreed upon decision; it is mostly mentioned but is still a confusing concept. It is an important idea because it affects and is affected by the confidence of top and lower level managers have on each other. Autonomy is taken as one of numerous essential job design characteristics which have been used by a large number of researchers (Smith, Kot & Leat, 2003).

This study began with a broad definition of autonomy as the amount of choice, control and empowerment individuals have over their lives'. While it has been expanded upon, this remains the core definition from which we further conceptualized the notion of autonomy. Achieving autonomy ensures that individuals and groups are empowered to make appropriate decisions in critical areas of their lives. Thus, our definition of autonomy expands wider than simply asking about the decision-making process, measuring for example "Who did the choosing?" (Tania, Martin & Holly, 2010)

Organizational Performance is the accumulated results of all the organization's work activities. It's multifaceted concept, but managers need to understand the factors that contribute to organizational performance. After all, it's unlikely that they want (or intend) to manage their way to mediocre performance. They want their organizations, work units, or work groups to achieve high levels of performance. (Stephen & Mary, 2012)

Managers to have good organizational performance will make various sensitive decisions. Good organizational performance is achieved when problems are solved and given solution immediately. According to Ellen A. Benowitz, managers are constantly called upon to make decisions in order to solve problems. Decision making and problem solving are ongoing process of evaluating situations or problems, considering alternatives, making choices, and following them up with the necessary actions. Sometimes the decision-making process is extremely short, and mental reflection is essentially instantaneous. In other situations, the process can drag on for weeks or even months. The entire decision-making process is dependent upon the right information being available to the right people at the right times.

Hence the purpose of this study was to examine the possible relationship between Decision Making Autonomy of Employees and Organizational Performance at Commercial Bank of Ethiopia.

1.2 Background of the organization

Commercial bank of Ethiopia which was the state bank of Ethiopia was established in 1942 with twin objectives; performing the duties of both commercial and central banking. In 1963, the commercial bank of Ethiopia was legally established as Share Company to take over the commercial banking activities of the state bank of Ethiopia. In the 1974 revolution, commercial bank of Ethiopia got its strength by merging with privately owned Addis Ababa bank. Since then, it has been playing significant role in the development endeavor of the country. The commercial Bank of Ethiopia which is striving to embark into a world class bank is rendering state of the art and reliable services to its millions of customers both locally and abroad. The business strategies of the bank focus on the stakeholders it serves. The state owned commercial bank of Ethiopia, still dominant's the market in terms of assets, deposits, and capital and customer base and branch network, despite the growing competition from

private banks over the last 15 years. This makes it one of the most reliable and strong commercial banks, both in the country and the region. CBE is pioneer to introduce modern banking in the country. It has more than 1150 branches stretched across the country as on September 30 2016 and it is the leading African bank with the asset of 384.6 billion birr as on June 30 2016. Commercial bank of Ethiopia plays a catalytic role in the economic progress and development of the country and it is the first bank in Ethiopia to introduce ATM service for local users. Currently the bank has more than 13 million account holders and the number of mobile and internet banking users also reached more than 460,000 as of June 30 2015. It has a swift bilateral arrangement with more than 700 other banks across world. Commercial bank of Ethiopia combines a wide capital base with more than 28,000 talented and committed employees. The bank has opened four branches in south Sudan and has been in the business since June 2009.it has reliable and longstanding relationship with many internationally acclaimed banks throughout the world.

CBE envision becoming a world class bank by the year 2025.Its mission is read as, we are committed to best realize stakeholders' needs through enhanced financial intermediation globally and supporting national development priorities by deploying highly motivated skilledand disciplined employees as well as state of the art of technology. We strongly believe that winning the public confidence is the basis of our success.

The organization while operating to achieve its goal and mission, it values integrity, customer satisfaction, employee satisfaction, being a learning organization, teamwork and collaboration, public trust, value for money, decentralization and corporate citizenship. (CBE official website, www.combanketh.et)

1.3 Statement of the Problem

At the heart of any organizational arrangement is the design of decision-making structures, decision-making is one of the most important functions of managers in any kind of organization, which has got an overall effect on organizational performance. It is inevitable for any manager to make decision every day in order to perform his or her job.

According to Gilmore (1998), decision making is an incremental, subsequent process which does not necessarily happen at one point in time. It is the most hypothesized intervening variable in discussions of executive diversity and organization performance (Fredrickson & Mitchell, 1984).

As it has been mentioned above, the vitality of the effect of decision making autonomy on organizational performance is not questionable. In Ethiopia, currently Banking Industry is increasing in number and the competition among banks is getting a great attention. Hence the workforce and human resource systems to produce corporate- level competencies that create sustainable competitive advantage are the key factors of winning the competition. Through all these processes making the right decision is always the basic part of the overall performance of the organization.

In literatures, it is mentioned that decision-making is inevitable, because to explicitly avoid making a decision is in itself to make a decision and organization's performance is a set of various decisions made by a number of managers at various levels of the organization. In the actual organizational world numbers of decisions are made, sometimes based on deep study and in another time without even considering its consequence. A single fault in making decision could result a huge loss in an organization. So, this area, the relationship between decision making autonomy and the non-financial organizational performance is a critical point that should be given due attention.

The problem the researcher has observed was that employees at the selected management positions just forward decisions that came from higher managers without challenging them, but as it has been mentioned above by different authors having autonomy in decision making is good for increasing the non-financial organizational performance.

According to a survey on the perspective of the employees of Commercial Bank of Ethiopia in 2015 most employees are not satisfied how the decision making is undertaken in their area of job. Most of them complained about how their subordinates make decision.

Besides, there are not many studies on decision making of employees. So, in this research the researcher tried to identify the effect decision making autonomy of employees have on non-financial organizational performance by quantitatively testing the effect of decision making autonomy on specific factors of organizational performance.

1.4. Research questions

The study addressed the following key Research Question.

How does decision making autonomy of employees influence non-financial organizational performance?

The study addresses the following sub Research Questions;

1. How do factors of decision making autonomy affect the non-financial organizational performance?
2. How do managers view their decision-making autonomy in the organization?
3. What is the relationship between decision making autonomy and non-financial organizational performance?

1.5. Research objectives

1.5.1 General Objective

The general objective of the study is to investigate the effect of decision making autonomy of employees on the non-financial organizational performance of the Commercial Bank of Ethiopia.

1.5.2. Specific Objective

1. To examine the effect of the decision-making autonomy factors
 - ✓ Control and non-financial organizational performance of commercial bank of Ethiopia?
 - ✓ Choice and non-financial organizational performance of commercial bank of Ethiopia?
 - ✓ Empowerment and non-financial organizational performance of commercial bank of Ethiopia?
2. To investigate the employee's view on their decision-making autonomy and the effect it has on non-financial organizational performance.
3. To investigate the relationship between decision-making autonomy of employees and non-financial organizational performance of commercial bank of Ethiopia.

1.5. Significance of the study

Besides achieving the above-mentioned objectives this study was also expected to generate information, and create appropriate understanding about decision making autonomy of employees; as a result, concerned bodies should be able to use the information from this research to make improvements if there are any problems with this issue. After this research is undertaken, people who are interested in this area will be able to have an idea about the effect of decision making autonomy of employees on non-financial organizational performance. The selected organization will also be able to see itself, to improve its performance and alleviate problems related to the raised issue. Employees will be able to go through what is happening. The case being a government owned organization, this study will help it to assess the current situation and go through pervious practices.

And generally, decision making research is relevant to businesspeople, physicians, politicians, lawyers, private citizens, and many other groups for whom failures to make optimal choices can be extremely costly.

1.7 Scope of the study

Due to time limit, manageability and accessibility difficulty and other constraints, the scope of the study was limited to the administrative staff of the selected branches of Commercial Bank of Ethiopia which are in Addis Ababa city. This indicates the geographical scope of the study.

This study was delimited to examining the effect of decision making autonomy on non-financial organizational performance by referring to the selected factors of decision making autonomy, i.e. control, choice and empowerment and by testing the hypothesis formulated to prove as to which the factors proposed have effect on non-financial performance of the organization and to see whether there is a link between the selected factors and non-financial organizational performance.

It is known that there are various ways of conducting research but due to the above-mentioned reasons, this study was conducted quantitatively using stratified sampling technique.

1.8 Limitation of the study

Limitations that were faced in the course of the research were accessibility to information, difficulty in accessing the target sample during working hours due to the busy nature of their operations, inability to use a large sample size due to time and resource constraints. Even though the researcher faced these limitations various mechanisms were used to solve the limitations: like approaching the employees by choosing their relatively free time and using the time and resource available effectively and efficiently by following up strictly.

The study only focused on the non-financial organizational performance so further study can be undertaken on the financial performance of the organization to get a fuller information on the overall organizational performance.

This study was undertaken only by taking samples from Addis Ababa region and by only considering managers at a branch level, but further study could be undertaken by widening and taking more samples from higher management staff of the organization to make the study more complete.

The research approach that applied for this research is quantitative type only. Future researches can incorporate qualitative data in order to explore more about employee's decision making relating to overall organizational performance. Therefore, future research can overcome limitations of the present study in terms of number of respondents and focusing on the whole country that will help in generalizing the findings of the study.

1.9 Definition of terms

Decision making: is the process of identifying and selecting a course of action to solve a specific problem or take advantage of an opportunity.(Gareth, Jennifer & Charles, 2000)

Autonomy: freedom from human intervention, oversight, or control. (Evans, Anderson & Crysedale, 1992)

1.10 Organization of the study

The study is organized into five chapters. Chapter one is about general background and introduction to the topic of study. Chapter Two dealt with the review of literature those are relevant to the research study. Chapter Three explained the research process and the methods that were adopted for collecting, coding and analyzing data will be made. Chapter Four discussed results of questionnaires distributed. Chapter Five focused on summary of findings, conclusions drawn and recommendation made on the topic under research.

CHAPTER TWO

2. LITERATURE REVIEW

This part of the study address relevant conceptual issues, theoretical framework and empirical review related to the topic of the study.

2.1 Organizational Performance

Managers are concerned with organizational performance—the accumulated results of all the organization’s work activities. It’s a multifaceted concept, but managers need to understand the factors that contribute to organizational performance. After all, it’s unlikely that they want (or intend) to manage their way to mediocre performance. They want their organizations, work units, or work groups to achieve high levels of performance. (Stephen and Mary, 2012)

Organizations have an important role in our daily lives and therefore, successful organizations represent a key ingredient for developing nations. Thus, many economists consider organizations and institutions similar to an engine in determining the economic, social and political progress. Precisely for this reason, in the last 22 years, there were 6 Nobel prizes awarded to researchers who have focused on the analysis of organizations and institutions. Continuous performance is the focus of any organization because only through performance organizations can grow and progress. (Corina Gavrea, Liviullies & Roxana Stegorean, 2011)

Thus, organizational performance is one of the most important variables in the management research and arguably the most important indicator of the organizational performance.

Although the concept of organizational performance is very common in the academic literature, its definition is difficult because of its many meanings. For this reason, there isn’t a universally accepted definition of this concept.

In the '50s organizational performance was defined as the extent to which organizations, viewed as a social system fulfilled their objectives (Georgopoulos & Tannenbaum, 1957). Performance evaluation during this time was focused on work, people and organizational structure.

Later in the 60s and 70s, organizations have begun to explore new ways to evaluate their performance so performance was defined as an organization's ability to exploit its environment for accessing and using the limited resources (Yuchtman & Seashore, 1967).

The years 80s and 90s were marked by the realization that the identification of organizational objectives is more complex than initially considered. Managers began to understand that an organization is successful if it accomplishes its goals (effectiveness) using a minimum of resources (efficiency). Thus, organizational theories that followed supported the idea of an organization that achieves its performance objectives based on the constraints imposed by the limited resources (Lusthaus & Adrien, 1998 after Campbell, 1970).

The authors Lebas and Euske (2006) provide a set of definitions to illustrate the concept of organizational performance: Performance is a set of financial and nonfinancial indicators which offer information on the degree of achievement of objectives and results (Lebas & Euske, 2006 after Kaplan & Norton, 1992). Performance is dynamic, requiring judgment and interpretation. Performance may be illustrated by using a causal model that describes how current actions may affect future results. Performance may be understood differently depending on the person involved in the assessment of the organizational performance (e.g. performance can be understood differently from a person within the organization compared to one from outside). To define the concept of performance is necessary to know its elements characteristic to each area of responsibility. To report an organization's performance level, it is necessary to be able to quantify the results.

Per Dănescu Tatiana, the actual economic conditions, the effect of global crisis and the efforts to pass this turning point, does force trading companies toward an extremely balanced management of performance. The absence of a normalized balance of financial and nonfinancial indicators used in measuring companies' global performance, does allow them selecting of "agreed" indicators which should reflect the company under the light of high performance.

2.2 Non-financial Performance

According to Neely (1999), the business performance can be measured by the financial and non-financial indicators. Financial indicators are the traditional performance measurement techniques used by companies which include profit, return on investment, sales and so on. Normally, it can be measured through the figures provided in the company financial statement. In addition to his study, he said that in today's business environment where companies compete on the basis of non-financial indicators, they need information on how they are performing across a broader

spectrum of dimensions, not only financially but also factors on the customers, employees, supplier and the wider community.

A reconciliation of the literature showed that there are four non-financial indicators that can be used as a performance measurement for companies: customer satisfaction, product or service quality, market shares and employee efficiency (Zaman 2004; CIMA 1993; Fitzgerald et al. 1991; Haskett et al. 1994; Cho and Pucik 2005)

2.2.1 Customer Satisfaction

Customer satisfaction has increasingly been recognized as an important component of contemporary marketing thought particularly in the case of service industries. It is generally argued that if customers are satisfied with the product and/or service received after its use, then it is likely that they would engage in a repeat purchase and try line extension. Owing to the financial services like banks' competition in the marketplace through undifferentiated products, this highlights service quality as the basic competitive tool (Stafford, 1996).

In other words, a banking organization may attract customers through the provision of high quality services. As such, structural modifications have led to banks being enabled to carry out various activities which in turn, allow them to be more competitive even against non-banking financial institutions. Financial institutions generally believe that customers are the aim behind their services and hence their activities depend on their customers. Therefore, financial institutions are more concerned with customer satisfaction, customer loyalty and their retention (Ziari, 2000).

A study on customer satisfaction by (Khattak & Rehman, 2010) revealed that there is a significant and reasonable role of customer satisfaction in organizational strategies of banking industry as customers are the sources of income for the banks like for any other business organization and customer satisfaction is very important for retaining existing customers and attracting new customers.

Banking is a high involvement industry. Banks recognize the fact that delivery of quality service to customers is essential for success and survival in today's global and competitive banking environment (Wang, Han, & Wen, 2003).

2.2.2 Product or Service Quality

According to Parasuraman, (1988), service quality can be defined as an overall judgment similar to attitude towards the service and generally accepted as an antecedent of overall customer satisfaction (Zeithaml and Bitner, 1996). Parasuraman, (1988) have defined service quality as the ability of the organization to meet or exceed customer expectations. It is the difference between customer expectations of service and perceived service. Perceived service quality results from comparisons by customers of expectations with their perceptions of service delivered by the suppliers (Zeithaml, 1990). If expectations are greater than performance, then perceived quality is less than satisfactory and hence customer dissatisfaction occurs (Parasuraman, 1985; Lewis and Mitchell, 1990).

Services unlike tangible products are produced and consumed at the same time in the presence of the customer and the service producer. The presence of the human element during the service delivery process greatly increases the probability of error on the part of employees and customers. This error is due to intangible behavioral processes that cannot be easily monitored or controlled (Bowen, 1986). However, although a substantial amount of service quality research has focused on service customers' perceived service quality (Parasuraman et al., 1988; Carman, 1990; Parasuraman et al., 1991; Babakus and Boller, 1992; Cronin and Taylor, 1992; Babakus and Mangold, 1992), relatively little attention has been paid to exploring the factors that impact on service employees' behavior with regard to delivering service quality.

Because service delivery occurs during the interactions between contact employees and customers, attitudes and behaviors of the contact employees can influence customers' perceptions of service quality (Schneider and Bowen, 1985). Moreover, Beatson et al. (2008) found that perceived employee satisfaction, perceived employee loyalty, and perceived employee commitment had a sizable impact on perceived product quality and on perceived service quality. According to Zeithaml and Bitner (1996), contact employees represent the organization and can directly influence customer satisfaction, they perform the role of marketers. Whether acknowledged or not, service employees perform marketing functions. They can perform these functions well, to the organization's advantage, or poorly, to the organization's detriment.

The SERVQUAL Model

The SERVQUAL model proposes that customers evaluate the quality of a service on five distinct dimensions: reliability, responsiveness, assurance, empathy, and tangibles. The SERVQUAL instrument consists of 22 statements for assessing consumer perceptions and expectations regarding the quality of a service. Perceived service quality results from comparisons by consumers of expectations with their perceptions of service delivered by the service providers (Zeithaml et al., 1990). It can be argued that the factor underpinning the delivering of good perceived service quality is actually meeting the expectations of the customers. Thus, excellent service quality is exceeding the customers' expectations. Zeithaml and Bitner (2000) suggested that customer expectations are beliefs about a service that serve as standards against which service performance is judged.

According to Gowan et al. (2001), service provision is more complex in the public sector because it is not simply a matter of meeting expressed needs, but of finding out unexpressed needs, setting priorities, allocating resources and publicly justifying and accounting for what has been done. In addition, Caron and Giaque (2006) pointed out that public sector employees are currently confronted with new professional challenges arising from the introduction of new principles and tools inspired by the shift to new public management.

2.2.3 Market Shares

Market Share is a percentage of total sales volume in a market captured by a brand, product or company. It also refers to a company's portion of sales within the entire market in which it operates. This metric indicates a company's size within its market. And, out of total purchase of a customer of a product or service, what percentage goes to a company defines its market share.

As the market for a good or service grows, many analysts view the maintenance or increase in market share as a sign of a company's competitiveness. Increase in market share might come from innovation, broadening demographic appeal, lower prices, or simply advertising.

Sometimes company gamers too much market share and becomes part of an oligopoly or even becomes a monopoly. If this is the case, it could violate anti-trust laws and be ordered to divest assets or take some other action to increase competition.

There are various types of market share. Market shares can be value or volume. Value market share is based on the total share of a company out of total segment sales. A volume refers to the actual numbers of units that a company sells out of the total units sold in the market. The value-volume market share equation is not usually linear: a unit may have high value and low numbers, which means that value market share may be high, but volumes share may be low.

Market share is a measure of the consumers' preference for a product over other similar products. A higher market share usually means greater sales, lesser effort to sell more and a strong barrier to entry for other competitors. A higher market share also means that if the market expands the leader gains more than the others. By the same token, a market leader-as defined by its market share-also has to expand the market, for its own growth.

Usually, gaining 100% market share is not a good idea, as the risk associated with market actions, like fashion changes, product/use changes will impact the company heavily. Also, the cost and effort to maintain 100% market share against nimble, local or more aggressive smaller competitors can be very high and killing. Most companies decide on a target market share beyond which the cost of acquiring market share is more than the profit from that incremental gain.

2.2.4 Employee Efficiency

Employee efficiency is a complex measurable parameter which characterizes an output produced by efforts and by achievements of an employee. In the most cases the employee efficiency answers these questions. There is no single understanding of this quite wide term, but usually sense of employee efficiency refers to the following conceptions which intersect with each other in certain aspects and usually are used in a mixture.

1. Productivity-oriented approach: it stands for objective appraising of the value produced by efforts and talents of the employee and comparing this value against the worth of inputs and resources provided to this employee by the organization
2. Objectives-oriented approach: it stands for determining an ability of employee to accomplish certain amount of work within a given period of time or/and other business resources. This attitude identifies an employee as efficient one if he or she properly implies certain inbuilt level or profitably.

3. Performance-oriented approach: these attitudes giving an appraisal to a manner which an employee adheres to while carrying out his or her job.

Efficiency measures relationship between inputs and outputs or how successfully the inputs have been transformed into outputs (Low, 2000). To maximize the output Porter's Total Productive Maintenance system suggests the elimination of six losses, which are: (1) reduced yield – from start up to stable production; (2) process defects; (3) reduced speed; (4) idling and minor stoppages; (5) set-up and adjustment; and (6) equipment failure. The fewer the inputs used to generate outputs, the greater the efficiency.

The human factor is an important resource of hotel organization. Its ability in competition depends on efficiency of employees. So, this organization takes care of development of employees in order to develop its performance level in the market.

The non-financial organizational performance is measured by how the employees will respond to the identified factors of decision making autonomy. It is measured how the independent variable affects the dependent variable.

2.3 Decision, Decision Making and Decision Making Autonomy

A decision is a conscious choice to behave or to think in a particular way in a given set of circumstances (Duncan, 1973).

In the Webster dictionary a decision is described as a conclusion arrived at after careful consideration. By a decision, we transfer from internal to external action (Lapin, 1994). Decision is defined as a moment in an ongoing process of evaluating alternatives related to a goal, at which the expectation of decision maker with regard to a particular course of action impels him to make a selection (Harrison, 1981). Decision is an event that occurs (Carlisle, 1979), a conscious choice to behave or to think in a particular way in a special situation (Duncan, 1973). On the other hand, other researchers' definition is: A decision occurs when a solution to a problem is selected for implementation. Decisions can be made either formally or informally. Formal decisions are relatively complex, non-routine, and generally non-repetitive. Policies, procedures, criteria, and methods for making such decisions may not always exist since the problem faced may lack precedent. Creativity may play a key role in such decisions. Informal

decisions are more repetitive and routine in nature. Policies, procedures, criteria, and methods often exist to assist managers in making such decisions.

Decision-making is the process of identifying and selecting from among possible solutions to a problem according to the demands of the situation. For example, decision-making in the area of vendor contracting might address how to deliver a service, which bidder gets a contract, how to ensure that a contractor meets its obligations, or whether to pay the contractor in large or small bills.

Most of scholars in management emphasize that decision making is a process. This process includes a group of procedures or steps; begins with a definition of problem or opportunity and ends with the achievement of objectives.

Dumler and Skinner (2007) define decision making as “a choice among competing alternatives and the implementation of the chosen alternative; all decisions have a time horizon or scope. Decision making is a cognitive process that rationally leads to the selection of a course of action among several available alternatives.... Rational decision making means ‘making consistent, value-maximizing choices with in specified organizational constraints’ (Dumler and Skinner 2007: 39). Decision making is a process of making a choice from a number of alternatives to achieve a desired result (Eisenfuhr, 2011). “It is important to note that decision-making is primarily a cognitive process that combines the mental process of perception, action, and coming to closure on stimuli. Cognitive style, on the other hand, is the patterning or linking of these thinking processes and coming to closure in the presence of ambiguity and uncertainty” (Goodyear, 1987: 9).

One of the major recurring, perhaps if not the most constant activities in life is, decision making. The outcomes of some decisions are solely for individual consumption (decision maker) while other decisions carry in them the faith and future of others (organizational). The concept of decision making however, have been interpreted differently by different scholars.

In the words of Harris (2009) decision making involves an act of identifying and ably selecting among an array of alternatives based on the inclination. A manager is only called a manager if

he/she is capable of making effective decisions. It is all about conscious choice of an alternative course of action (Chhabra, 2005; Jones & George, 2006). Decision making depicts a process of adequately reducing uncertainty and doubt about alternatives to allow a reasonable choice to be made from within and among them. Decision making is not a well-defined field; it includes variety of processes that are all intermediate steps between thought and action which are the precursors to behavior (Talley, 2011).

The centrality of decision making in every aspect of human endeavor is in fact too important to be ignored, this is perhaps true because even the life itself is worthless without decision. Little wonder then therefore that organizations (public, nonprofit and private) today, world over commit so much resource and are engaged in a very serious competition to capture the right set of people to man their respective units and/or departments to assist in taking efficient and effective decisions. The anxiety to deliver however overtook most managers today, that in an attempt to take decisions a very important aspect of deciding was either consciously (because they relegate its importance) or unconsciously (because of ignorance) left out. This important factor is, decision measurement.

Decision making levels could be discussed from point of view of a resolution mechanism sort of. Managers strategically involve more hands and more talents in approaching organizational functions and objectives (Weddle, 2011). How and what types or kinds of decisions are made, when and by whom doesn't matter as long as the outcome of those decisions are directed towards an accomplishment of goal that affects people or organization or both, the need to measuring those decisions for efficiency and effectiveness is not only necessary but also, inevitable.

Schwenk and Valacich (1994) found that evaluating and critiquing, engaging conflicts about a task, yields better decisions in teams than when members avoid conflicts. Putman (1994) showed that explicit task disagreement helped group members better identify issues and encouraged group members to develop new ideas and approaches. Often, making quality decisions involves managers liaising and negotiating people outside the department or even the organization. Overall, making quality decisions requires managers who are proactive and well prepared rather than reactive managers sticking to past practices when they are no longer suitable (Gilmore, 1998).

When making complex decisions, organizations must evaluate what is at stake in making the decision and also the parties involved. It involves planning and implementation. The planning stage involves diagnosis of what is wrong or needs to be changed, developed and refined- the initial problem identification. Before undertaking any analysis, it is important to identify a broad set of alternative directions for a strategic decision. The alternatives should be creative, comprehensive, significantly different and compelling and can be evaluated through individual idea generation and group brain storming (Gilmore, 1998).

The next level involves managing the actual output of decision making. This turns strategies and plans into action in order to achieve set objectives. Proponents of diversity hold that differences among group members give rise to varied ideas, perspectives, knowledge and skills that can improve the ability to solve problems and accomplish their work (Polzer et al., 2002). Complex tasks require problem solving, have a high degree of uncertainty and have a few set procedures, while routine tasks have a low level of variability and are repetitive.

2.3.1 Theories of Decision Making

Decision theory is the study of principles and algorithms used for making decision. This is achieved by identifying values, uncertainties and other things that might influence the decision. Decision theories can basically be grouped into two: Normative and descriptive decision theories. While normative theory explains how decision should be made, descriptive theory explains how decisions are made. (Hambrick & Finkelstein, 1987)

Decision theories could be under certainty (each alternative lead to a goal or consequence), risk (each alternative has one or more consequence and the probability of each are known) and uncertainty (each alternative lead to one or more consequence with an unknown probability). There are different types of decision theories that have been implemented. These include:

Causal decision theory: This is an old theory that is still in use till date. This theory adopts the principle of rational choice which implies that the outcome of your choice is a consequence of your decision.

Evidential decision theory: Evidential decision theory in contrary to causal decision theory believes the best option conditional on having chosen it is the one with the best outcome. This is believed to be an irrational thinking.

Game theory: Is a mathematical study of strategic decision making. It is considered to be an interactive decision theory as it takes into consideration the conflict and cooperation between intelligent rational decision makers.

Bayesian theory: Bayesian theory is a probability theory used in decision making. Bayesian is regarded to be an extension of logic that enables reasoning with propositions with either a true or false state. The above theories can all be regarded as mathematical theories of decision making. Decision making theories can also be viewed by analyzing the approach and procedure in deciding.

Causal decision making theory is much related with this study. The organization that is selected as a sample takes it mostly. When managers make decision they always consider that the decision they make will be the reason for the outcome.

2.3.2 Concept of Decision Making Autonomy

Although autonomy has often been promoted as an essential, defining property of agent hood, there is little further agreement about this concept. No universally accepted definition of autonomy exists, and proposed definitions vary widely. This paper attempts to unify various viewpoints and create clear boundaries among multiple concepts that have often been related to autonomy. This analysis singles out one of these concepts (decision-making control governing the determination of agent goals and tasks) as the primary dimension of agent autonomy (Barber & Martin, 2000)

The general concept of autonomy is often interpreted as freedom from human intervention, oversight, or control (Jennings, Sycare & Wooldrdgde, 1998). This type of definition corresponds well to the concept of autonomy in domains that involve single-agent-to human-user interaction. However, in multi-agent systems, a human user may be far removed from the operations of any particular agent. Some researchers have defined autonomy in a more general sense as a property of self-motivation and self-control for the agent (Martin, Macfadzean & Barber, 1996). This sense of the word autonomy captures the concept of freedom from intervention, oversight, or control by any other agent, including, but not limited to, a human.

Unfortunately, this broad statement fails to account for many characteristics often considered necessary for the implementation of autonomous agents. For example, the behavior of

autonomous agents is generally viewed as goal-directed (Etzioni & Weld, 1995). That is, autonomous agents act with the purpose of achieving their goals. In addition, many researchers consider pro-activeness to be a defining property of autonomous agents (Foner, 1993)

No agent can be completely free from all types of intervention with respect to any goal. Extending and modifying the argument presented in (Castelfranchi, 1995), Fig. 1 depicts the three types of intervention by other agents that Agent 0 may experience. These types of intervention can be described as

- (1) Modification of the agent's environment,
- (2) Influence over the agent's beliefs, and
- (3) Control over the decision-making process determining which goals/ sub goals/ intentions the agent will pursue.

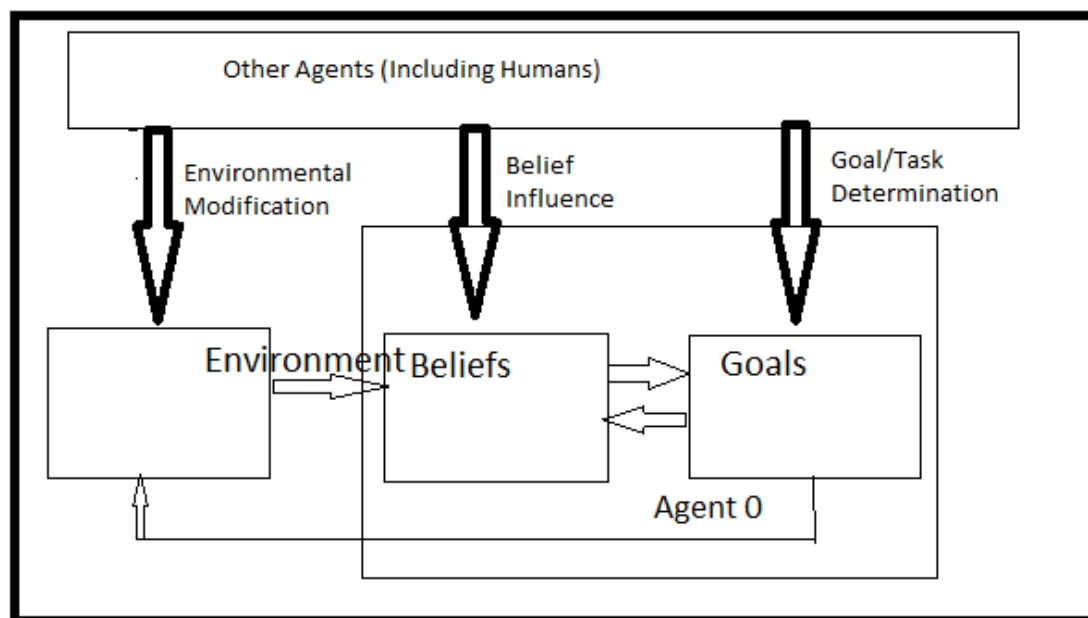


Figure 1: Sources of Intervention by Other Agents (Castelfranchi C., 1995)

Although (Castelfranchi, 1995) postulates that an agent's goals cannot be modified directly by other agents, this paper argues that task assignment (direct modification of the goals of other

agents) is a useful concept to model for the purposes of describing autonomy. In any system where Agent x has authority over Agent y (e.g. military command structure, employer/employee, etc.), Agent x need not convince Agent y that some goal needs to be done, Agent x simply assigns the goal to Agent y. In such relationships, Agent y is pre-disposed to adopt goals assigned by Agent x. This view becomes consistent with (Castelfranchi, 1995), if Agent y's pre-disposition is assumed to arise from another goal already held by Agent y (e.g. follow orders, keep job, etc.).

There are three types of intervention as (1) "environmental isolation", (2) "incredulity" (non-gullibility), and (3) "self-determination", respectively. All three types of intervention are equally important considerations for agent design and operation. However, this paper suggests that self-determination, as described here, is the primary dimension of agent autonomy (see Section 5 for a discussion of the other types of intervention). Since, any actionable "oversight" or "control" would require such intervention those terms can be removed from the proposed definition. Therefore, the primary dimension of autonomy is an agent's active use of its capabilities to pursue its goals, without intervention by any other agent in the decision-making processes used to determine how those goals should be pursued. (Castelfranchi, 1995)

The definition of autonomy proposed by this paper indicates that an agent's autonomy must be represented with respect to a goal, and that the agent must actively use its capabilities to pursue this goal. Many researchers have investigated the relationship between agents and goals. In order for an agent to actively use its capabilities to pursue a goal, it must intend the goal or form some commitment to the goal. For the purposes of modeling autonomy, it is enough to record that such an intention has been formed. A particular instantiation of the autonomy model with respect to a particular intended goal or set of intended goals will be referred to throughout the remainder of this paper as an "autonomy assignment." Tying autonomy assignments to specific intentions allows agents to have multiple simultaneous autonomy assignments for the different goals they may pursue. (Cohen & Levesque, 1990)

Job autonomy is defined as the degree to which the job offers considerable liberty, providing free hand and choice to the individual in scheduling the work and also defining the means to achieve the tasks (Hackman & Oldham 1975; Marchese & Ryan, 2001; Morgeson, Delaney-Klinger

&Hemingway, 2005; Parker, Axtell & Turner, 2001). More specifically it can also be defined as the choice and freedom inborn in the job to perform numerous tasks. (Brey, 1999)

Autonomy and control are sometimes confused so it is important to distinguish them. Control includes shaping projects and tasks, means of work and also working circumstances whereas Autonomy includes to making free choices from continuous observation and also from interaction with the supervisor (Schwalbe, 1985). In other words autonomy refers to sanctioning one's actions at a higher level (Dworkin, 1988; Gagne & Deci, 2005).

Autonomy involves responsibility for the outcomes of the work which results in outcomes like high work efficiency and higher levels of intrinsic motivation (Hackman & Oldham 1976; Langfred & Moye, 2004). Chung (1977) emphasized that autonomy has an impact on work methods, work pace and goal setting. Individuals with autonomy have the liberty to control the pace of work and to regulate work processes and evaluation procedures. Autonomy and independence are not the same as autonomous workers may depend on interpersonal communication in order to complete the interdependent tasks (Dee, Henkin & Chen, 2000).

2.3.3 Types of Decisions

Although multiple decisions are taken in the enterprise, it is absolutely essential to underline that those decisions do not have the same nature. Indeed, the decisions that are frequently made in the organization may be gathered in different types. At this level, Knudsen's (1995) classification and Vrba and Brevis's (2002) classification will be described. Knudsen (1995) has proposed a distinction between four different types of management decisions:

Strategic decisions

Strategic decisions include overall decisions determining the company's goals, its structure and main types of activities, major product-related investment decisions, mergers and so on. According to Hambric and Snow cited in, Harrison (1987:20), broadly speaking, strategic decisions are those, which are "important" to the organization either through the scope of their impact and/or through their long-term implications.

Tactical decisions

These include overall decisions defining the means to realize the goal of company, central decisions at company or workplace level concerning technology and work organization, principles guiding job design, personnel management, operation hours and so on.

Operational decisions

Operational decisions are more specific decisions taken, usually at department or workshop level, as to how the work should be carried out within the given technical organizational framework. The concrete deployment of labor defined through such measures as the definition of tasks, the assigning of workers to the specified tasks, the monitoring of the labor process, the definition of shift-work schedules and the allocation of working hours for individual employee are covered by operational decisions.

Welfare decisions

All decisions concerning company-specific welfare arrangements, such as canteen facilities, housing facilities, sports and other recreational activities, scholarships, and other forms of financial support separate from the ordinary remuneration fall under welfare decisions. In their analysis, Vrba and Brevis, (2002) have distinguished two sorts of decisions. According to them decisions made by managers generally fall into one of two categories: programmed and non-programmed or what Mintzberg et al. (cited by McMillan, 1980) called a structured and unstructured.

Programmed decisions

According to the authors, programmed decisions are non-significant, repetitive and routine. Simon cited in Harrison (1987) stated that decisions are programmed to the extent that a definite procedure has been worked out for handling them. There are usually standard operating procedures and specific policies, or actions that can be identified to help make the decision (Vrba and Brevis, 2002).

Non-programmed decisions

Such decisions are significant, non-recurring, and complex. There is no established method for handling them because the specific situation not arisen before (Vrba and Brevis, 2002). Simon cited in, Harrison (1987) indicated that decisions are non-programmed to the extent that they are novel, unstructured, and consequential. Decision scenarios often involve new or unique problems and the individual has little or no programmatic or routine procedure for addressing the problem or making a decision (Vrba and Brevis, 2002).

2.3.4 Factors for measuring decision making autonomy

Autonomy could be defined as the amount of choice, control and empowerment an individual has over their life'. While it has been expanded upon, this remains the core definition from which we further conceptualized the notion of autonomy. Achieving autonomy ensures that individuals and groups are empowered to make appropriate decisions in critical areas of their lives.

2.3.4.1 Control

Organizational control refers to the systematic process of regulating organizational activities to make them consistent with the expectations established in plans, targets, and standards of performance. In a classic article on the control function, Douglas S. Sherwin summarizes the concept as follows: "The essence of control is action which adjusts operations to predetermined standards, and its basis is information in the hands of managers." Thus, effectively controlling an organization requires information about performance standards and actual performance, as well as actions taken to correct any deviations from the standards. To effectively control an organization, managers need to decide what information is essential, how they will obtain that information (and share it with employees), and how they can and should respond to it. Having the correct data is essential. Managers decide which standards, measurements, and metrics are needed to effectively monitor and control the organization and set up systems for obtaining that information.

Control can focus on events before, during, or after a process. These three types of control are formally called feed forward, concurrent, and feedback. Feed forward control: control that attempts to identify and prevent deviations before they occur is called feed forward control, which is sometimes called preliminary or preventive control. Concurrent control: control that

monitors ongoing employee activities to ensure they are consistent with performance standards is called concurrent control. Concurrent control assesses current work activities, relies on performance standards, and includes rules and regulations for guiding employee tasks and behaviors. Feedback control: sometimes called post action or output control, feedback control focuses on the organization's outputs—in particular, the quality of an end product or service.

2.3.4.2 Choice

Choosing is the process of selection. Classically, we weigh up each option, considering pros and cons. We then select the most advantageous option. In practice, we are limited by time and the linear nature of conscious thought, so we leave a lot to our unconscious minds, which use intuition, rules of thumb, habit and so on. We seldom have complete information and may have to guess. We may also copy others or be swayed by their arguments.

Choices can be difficult to make. In deciding you will probably rely on numerous inputs and you will certainly need to address a range of factors. Choices are typically made within constraints. For example, the goals and priorities of the organization, and of your team, will no doubt shape your choices. Constraints provide the boundaries within which decisions have to be made. Clarity about goals or objectives is essential for making better choices. Of course, your decision may well need to address several objectives, so you will need to analyze and prioritize these. Deciding is rarely easy, and is often a compromise between what you really want, the ideal, and what can actually be done. It's rare that we have a completely free hand in making choices. However, it's always worth asking yourself: "if we had no constraints what would we choose?"

2.3.4.3 Empowerment

The Oxford English Dictionary defines 'to empower' as 'to invest legally or formally with power to enable, permit'. Its central meaning is to enable people to do things that they would otherwise be unable to do. It means to remove the restrictions, artificial or otherwise, that prevent people from doing things that are within their ability to achieve.

Empowerment is a concept that has found popularity through the 'Total Quality Management' as such does not have a precise meaning in terms of a motivational management tool. Empowerment is about getting the best from your employees by utilizing them to their full potential. Many people find themselves in jobs where they are forced to leave their minds at the

gate and collect them again when they leave. Empowerment is a process whereby an organization allows individuals to develop to utilize their competence to distribute and influence the organization's systems and working methods to achieve and sustain continuous improvement.

Empowerment is not something "done to" people. Managers cannot make people act in an empowerment manner. These management actions are not congruent with the philosophy of empowerment. Empowerment is an internal decision by an individual to commit to achieving organizational goals and objectives, to collaborate with others towards the accomplishment of common goals and to choose to act freely within the boundaries and structure of the organization for the purpose of achieving individual and organizational goals. (Duvall, 1999)

Well intended comments such as, "we need empowered subordinates in this organization", or "Let's get an empowerment program started" are often heard even at the highest levels of management. While statements such as these are well intended, these statements also reflect a misunderstanding of what empowerment in the truest sense and application of really means. The use of force, the idea of empowerment being taught in a program, and the prevailing attitude that someone in a position of authority can empower an employee are simply incongruent with the conscious decision of an individual to act in an empowered manner. (Block, 19877)

The term empowerment denotes the enhanced involvement of employees in the organizational processes and decision-making (Sinha, 2005). All visions and strategies in the organization need able and empowered personnel. Unfortunately, empowerment is rarely used in the organizations and is less common than other management efforts like teamwork, quality management or inventory control. Although empowerment influences performance in a positive way, unfortunately it cannot be measured properly and directly, yet.

Empowerment is achieved through involvement and commitment of employees. Without involvement of employees in the decision-making process, the base of decisions will not be properly maintained, and thereby the members of organization cannot be accountable for the quality of their tasks. Members of the organizations should always think strategically and by employing employees in decision making activities, human resources of the business should be directed towards the satisfaction of customers, better than before.

2.4 Integration of decision making autonomy and non-financial organizational Performance

Decision-making is an essential part of modern management. A manager's life is filled with a constant series of decisions-where to invest profits, what to do about an employee who is always late, where should the firm's new warehouse be built, what subject will have top priority at the departmental meeting the next morning, and so on. Hundreds of decisions are made by the manager, consciously and subconsciously every day. The actions are usually carried out by others. Decisions which are relatively minor are taken almost subconsciously, following rules and patterns of behavior established over many previous encounters with the problem. All major decisions, however, are taken very carefully and consciously. Such decisions usually involve the application of considerable human judgment and experience before a solution is obtained. (Tripathi & Reddy, 2007)

Decision making is as a fundamental function in management (Grant, 2011). Decision Making reflects the success and failure of managers and the organization mainly hinges upon the quality of decisions (Leonard et al, 1999). Simon (1976) revealed that "decision making role" is the "heart of executive activities".

Researches in job autonomy have showed a consistent and positive association between job autonomy and performance. Gellatly and Irving (2001) found positive effect of perceived autonomy on contextual performance. Managers who report greater autonomy in their work have a better performance than managers who report lower autonomy. Claessens, (2004) found that perceived autonomy in time was positively related to job performance and job satisfaction and negatively to work strain. According to Langfred and Moye (2004), job autonomy enhances job performance because they perceive themselves capable and more resourceful in performing the task. Psychologically, employee will more motivate to do the best and leads to higher performance.

In order to get sustainable organizational performance, managers have to make decisions in framing their organization's path towards the achievement of organizational goals. Managers needed substantial information to make sound business decisions thus; managers must have substantial information before making decisions. As the decisions based on small information are

not effective and this poor business decision making are reflected in the organizational performance.

2.5 Review of Previous Empirical Studies

Although much research has been put into the general area of decision making, it was not until fairly recent that scholars devised a way to measure the various dimensions of decision making autonomy. Most studies focused on the relationship of various other factors with organizational performance.

Bolat and Ylmaz (2009) defined organizational performance on the basis of seven performance categories. These performance categories include profitability, organizational effectiveness, continuous improvement, productivity, quality, quality of work life and social responsibility. Antony and Bhattacharyya (2010) explained organizational performance in a broad sense and define it as the excellent measure of association of all performance variables which influence the organization's functioning. There is a wide range of literature available on the discussion that whether to measure firm performance subjectively or objectively. The core reason behind this phenomenon is that objective measures are used to be more real but are often restricted in scope to financial data. Subjective measures on the other hand lack concreteness, but equip the researcher with a richer description of the efficiency of an organization as compared to competitors.

Tania Burchardt, Martin Evans and Holly Holder (2010) broadly defined autonomy as 'the amount of choice, control and empowerment an individual has over their life'. While it has been expanded upon, this remains the core definition from which we further conceptualized the notion of autonomy. Achieving autonomy ensures that individuals and groups are empowered to make appropriate decisions in critical areas of their lives.

Decision making as a process of administration mainly in public administration and at the beginning of the fifties of last century it came to the limelight. Behind this the work of a celebrity of public administration was active and he was Simon (1976).

Decision making is a very important part of an organization. Herbert Simon, in fact, is the pioneer in the field of decision making concept because he felt that if decision were not taken

properly and timely that may spoil the objective of the business organization and keeping this in mind it is essential that an organization will resort to utmost caution as to the adoption of decision and at the same time will focus on the implementation of the decision.

According to Richard et.al (2000) organizational performance comprises the actual output or results of an organization as measured against its intended outputs (goals and objectives).

2.6 Conceptual Framework

Based on the overall review of related literatures and the theoretical framework, the following conceptual frame work in which this specific study governed is developed. As explained in the literature, decision making autonomy has significant relationship and influence on organizational performance.

The study used independent and dependent variables to put into practice the study. These dependent and independent variables are shown in the conceptual framework. Therefore, the independent variable is decision making autonomy and the dependent variables are organizational productivity, organizational effectiveness and industry and company ranking.

Independent Variables

Dependent Variables

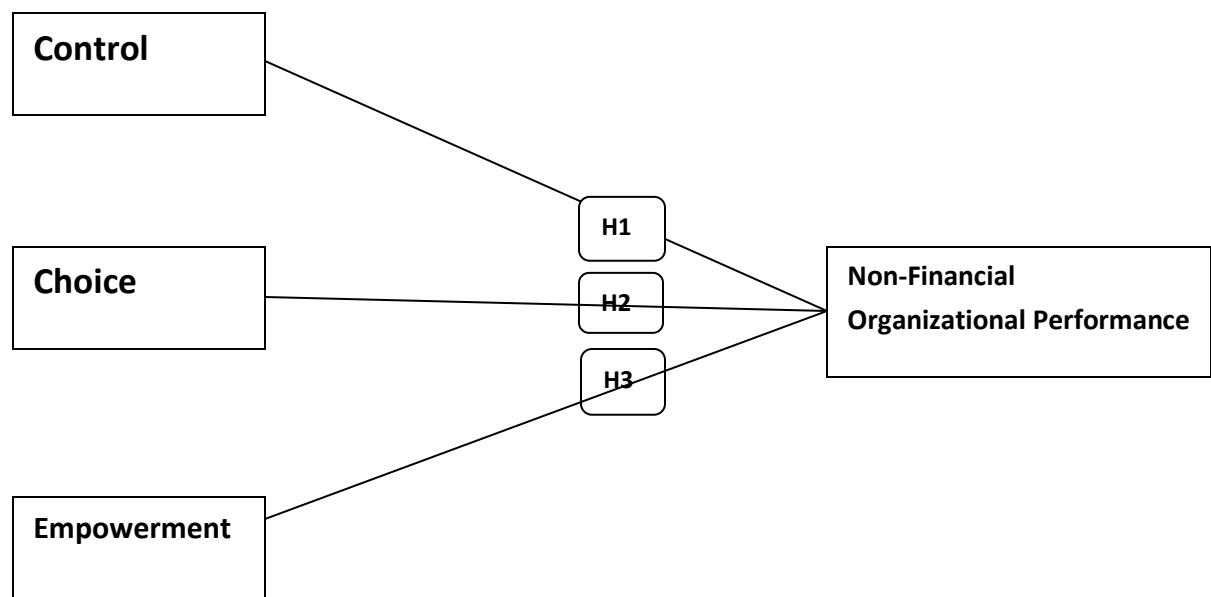


Figure 2: Conceptual framework

2.7 Research Hypothesis

In order to see the effect of independent variables on dependent variables the researcher developed hypothesis.

Hypothesis 1

H1:- Control has a significant positive effect on non-financial organizational performance.

Ho: - Control has no significant positive effect on non-financial organizational performance.

Hypothesis 2

H2: - Choice has a significant positive effect on non-financial organizational performance.

Ho: - Choice has no significant positive effect on non-financial organizational performance.

Hypothesis 3

H3: - Empowerment has a significant positive effect on non-financial organizational performance.

Ho: - Empowerment has no significant positive effect on non-financial organizational performance.

CHAPTER THREE

3. METHODOLOGY

The general objective of the study is to investigate the effect of decision making autonomy of employees on the non-financial organizational performance of the Commercial Bank of Ethiopia on districts that are located in Addis Ababa City. The study gathered the relevant and pertinent information with regard to employee's decision making autonomy and non-financial organizational performance.

3.1 Description of the study area

The research covered branches that are located in Addis Ababa city, which made it easier for the researcher to conduct the study. The sample organization is in the banking industry in which resources could be more accessible for the fact that documents are mostly well acknowledged. The organization has got over 1150 branches. The employees are mostly young and the overall organizational environment is conducive to commence the study.

CBE divided its employees as clerical, professionals and administrative. Administrates are those employees who are branch managers and customer service managers. So, employees who are administrates at branches are the main target of the study, these are the employees who are accountable for various decisions they make while performing their job.

3.2. Research approach

To achieve the objective of this study, the research followed a quantitative research method, which deals with the use of statistical tools and numbers to address the previously mentioned research questions and to test the constructed hypotheses. Quantitative research is the systematic and scientific investigation of quantitative properties and phenomena and their relationship (Kothari, 2005). It involves studies that make use of statistical analysis, theories and hypothesis to obtain their endings (Marczyk et al., 2005). This method was chosen for the reason that this method could provide us with better description of numbers that can show us the effect of the independent variable has on the dependent variable.

3.3. Research Design

“A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.” (Kothari, 2005).

The research design for this study is the causal method for detail description of the findings displayed in tables and charts as well as to develop inferences on the relationship between decision making autonomy and organizational performance.

3.4. Population, Sample Size and Sampling technique

3.4.1 Population

As it has been mentioned above administrative employees of CBE at branches are the subject for the study. Administrative employees are those staffs who are customer service managers and branch managers of CBE to provide the necessary variety of information required for the study.

The research participants or the population of the study is limited to administrative employees of CBE at branch level, but only branches of the bank which are located in Addis Ababa were surveyed, due to the difficulty that the researcher would face while administering the questionnaires that were distributed. The branches and the employees will be selected randomly since the employees working in one branch can be represented by the others because there is same level or job grade and position in all branches.

The total number of employees working in CBE is 25,597 as of December 31, 2016, Since this research covered those employees who are administrative staffs and who have been working in those branches which are located in capital city of Addis Ababa, the target population of the study will be a total of 896.

3.4.2 Sample Size

To get a representative sample for the population under the study, the following sample technique will be utilized.

$$n = \frac{z^2 \cdot p \cdot q \cdot N}{e^2 (N - 1) + z^2 \cdot p \cdot q}$$

Where,

P = sample proportion, q = 1-p;

Z = value on standardized normal distribution curve corresponding to the level of significance.

The level is usually 5% and the corresponding Z value is 1.96.

N = number of total population;

n = sample size required;

Source: C.R. Kothari (2004)

A 95% confidence level was used to select the appropriate sample size and the value of Z is 1.96.

e = 0.05 which is acceptable sample error;

p = 0.5, where q is 1-p;

N = 896

$$n = \frac{1.96^2 (0.5) (0.5) (896)}{0.05^2 (896-1) + 1.96^2 (0.5) (0.5)}$$

n = 269

Based on the above information, the sample size (n) is calculated for the target population of 896 and it is 269. Therefore, the study's sample size of 269 was considered to represent the population.

By using the sample size obtained from the above formula, the proportion or the strata sample size was determined for the selected districts. The strata sample size was determined based on the below mentioned equation:

$$n_h = (N_h / N) * n$$

Where;

n_h is the sample size for stratum h ;

N_h the population size for stratum h ;

N is the total population size;

n is the total sample size.

District	Target Population		Proportion (Sample Size for no. of managers)
	Number of Sample employees	Percentage	
East Addis District	225	25.11%	67
North Addis District	208	23.21%	63
South Addis District	232	25.89%	70
West Addis District	231	25.78%	69
Total	896	100%	269

Table 1: Sample Size Determination for the Number of managers under each district

3.4.3 Sampling technique

The researcher used a stratified random sampling method to select the sample for the study. The strata represent the selected districts involved in the research. Stratification means that specific characteristics of individuals (e.g., both females and males) are represented in the sample and the sample reflects the individuals with certain characteristics of the population. When randomly selecting people from a population, these characteristics may or may not be present in the sample in the same proportions as in the population.

Then, once the sampling population has been separated into non-overlapping groups the researcher selected the required number of samples from each stratum, using the simple random sampling technique to give the participants equal probability of being selected.

3.5 Data Source and Types

For conducting this study both primary and secondary sources were used by the researcher.

The primary data are those which are collected afresh and for the first time, and thus happen to be original in character (Kothari, 2005). Primary data was collected through questionnaires which will be distributed for the employees of the selected districts.

Secondary data means data that are already available i.e., they refer to the data which have already been collected and analyzed by someone else (Kothari, 2005). Secondary information for this research will be mainly gathered through various publications culled from the internet, textbooks, journals, reports prepared by various universities. It was scrutinized to assess its suitability, reliability, adequacy and accuracy.

3.6 Data collection procedures

The primary data was collected using self-administered questionnaires. Emphasis was placed on individuals, who are clerical staffs, who had worked for above one year in the organization and who could provide the requisite information.

Data collected from respondents was summarized and tabulated. To give a clearer view of the data gathered, statistical tools like graphs were also employed.

3.7. Ethical Consideration

According to “A Handbook of Principles and Procedures” which was published in 2008, researchers have a responsibility to ensure as far as possible that the physical, social and psychological well-being of their research participants is not detrimentally affected by the research. Research relationships should be characterized, whenever possible, by mutual respect and trust. Researchers should avoid, wherever possible, actions which may have deleterious consequences for other researchers or which might undermine the reputation of their discipline. Research should be based, as far as possible and practicable, on the freely given informed consent of those under study. The researcher should explain how far research participants will be afforded anonymity and confidentiality. The anonymity and privacy of research participants should be respected and personal information relating to participants should be kept confidential and secure.

Ethical consideration is a sensitive issue in research and scholarly activities. This research paper will be conducted considering the above listed principles and procedures.

3.8 Validity and Reliability

The analysis of data should be sufficiently adequate to reveal its significance and the methods of analysis used should be appropriate. Validity and reliability of scores on instruments, additional standards for making knowledge claims, lead to meaningful interpretations of data.

3.8.1 Validity

Validity refers to the extent to which the measurement instrument actually measures what it intended to measure. It is used to suggest determining whether the findings are accurate from the standpoint of the researcher, the participant, or the readers an account (Creswel, 2003).

(Kothari, 2004), Validity is the most critical criterion and indicates the degree to which an instrument measures what it is supposed to measure.

In order to ensure the quality of this research design content validity of the research instrument were checked. The content validity was verified by the advisor of this research, who looks into the appropriateness of questions and the scales of measurement. Peer discussion with other researchers was also conducted since it is another way of checking the appropriateness of questions. Moreover, copies of the questionnaire were distributed to twenty respondents as a pilot test. This was done to find out whether the developed instruments measures what it was meant to measure and also to check the clarity, length, structure and wording of the questions. This test also helped the researcher to get valuable comments to modify some questions.

3.8.2 Reliability

Reliability has to do with the accuracy and precision of a measurement procedure. Cronbach's alpha is a coefficient of reliability. It is commonly used as a measure of the internal consistency or reliability of the instrument. According to statistical interpretation, the closer the reading of Cronbach's Alpha to digit 1, the higher the reliability is in internal consistency. In general, reliabilities less than 0.60 are considered to be poor, those in the 0.70 range, acceptable and those over 0.80 good. (<http://www.ats.ucla.edu/stat/spss/faq/alpha.html>).

Cronbach's Alpha was calculated to test the reliability of the research instrument. Accordingly, the following tables show the Cronbach's alpha result for the total questionnaires collected.

Reliability Analysis for the independent variables

Variables	Cronbach's Alpha
Control	.863
Choice	.841
Empowerment	.822
Organizational Performance	.872

Source: Survey Data (2017)

Table 2: Reliability Analysis for the dependent and independent variables

Therefore, this indicates that the reliability of the scales is very good depicting a strong internal consistency among the measurement items and the selected instrument can accurately measure the variables of the study.

3.9 Data Analysis

After the questionnaires are collected the researcher checked if there are unintended participants who filled the questionnaire distributed to the samples and had organized the returned questionnaires. Then the researcher performed the analysis process for the collected valid data using Statistical package for social science (SPSS).

Descriptive and inferential statistics were employed for the data analysis process. The descriptive statistics included frequencies, percentages, means and standard deviation. The inferential statistics (correlation analysis and regression analysis) was used to test the hypothesis developed. Tables and charts were used to ensure easily understanding of the analysis.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

The data collected from all the sample bank using questionnaires are presented and analyzed in this chapter. This section of the study deals with the statistical testing of hypothesis and interpretation of the result making use of SPSS version 20 software.

As stated in the previous chapters of this paper, questionnaire was designed and distributed to a total of 269 administrative employees at branch levels of Commercial Bank of Ethiopia. Accordingly, 240 questionnaires were appropriately filled and returned which gives an 89.2% return rate that is assumed to be suitable for further analysis.

The first part of the questionnaire consists of six items about the demographic information of the respondents. It covers the personal data of respondents, such as Gender, Age, Academic qualification, service year, position and Branch Grade. The following tables and figures reveal the total demographic characteristics of the respondents.

4.1 Demographic profile of respondents

Variables	Category	Frequency	Percent
Gender	Male	129	53.8
	Female	111	46.2
	Total	240	100.0
Age	21-30 years	90	37.5
	31-40 years	120	50
	41-50 years	30	12.5
	>50 years	0	0
	Total	240	100.0

Table 4: Demographic profile of respondents

As shown in the above table, of the respondents 53.8% (129) were male and the remaining 46.2% (111) were females. With regard to respondents` age category, the higher group was 120 (50%) which is the category of respondents falling in the range 31-40. 90 (37.5%) of the respondents fall under the age category of 21-30 and 30 (12.5%) fall under age categories of 41-50.

There are more male employees in the total population of the organization and the same as the total population the sample also contains high number of male sample employees.

Educational status of the participants

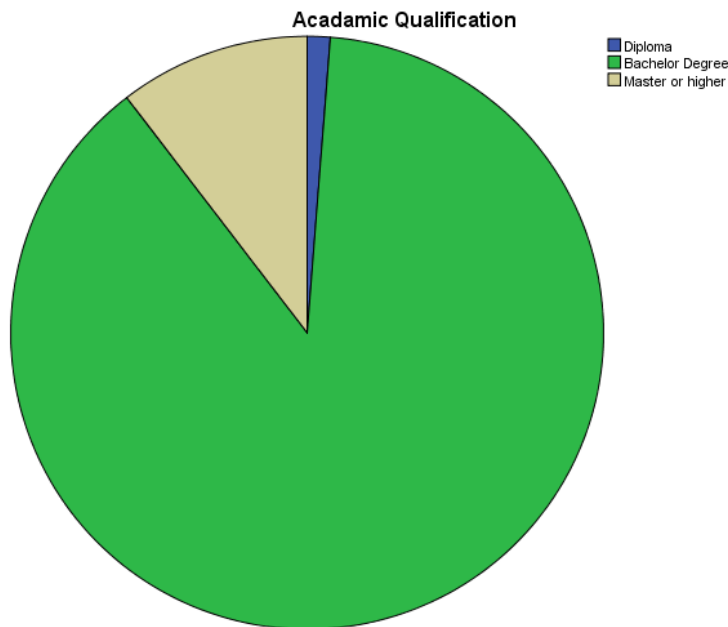


Figure 3: Educational status of the participants

The above figure demonstrates educational background of the respondents. Accordingly, 212 (88.3%) of the total respondents were first degree holders followed by MA holders 25 (10.4%). And only 3 (1.3%) diploma holders were found from the total respondents.

Service year and position of respondents

Variable	Category	Frequency	Percent
Year of Service in the Bank	1-5 years	27	11.3
	6-10 years	135	56.3
	11-15 years	53	22.1
	>15 years	25	10.4
	Total	240	100.0
Position of the employee	Branch Manager	49	20.4
	Customer Service Manager	191	79.6
	Total	240	100

Table 5: Participants number of service year and position (branch manager and customer service manager) of respondents

As shown in the above table, the first item shows the service year of respondents. Accordingly, 27 (11.3%) of the respondents have year of service from 1-5 years, 135 (56.3%) respondents with having length of service from 6-10 years, followed by 53 (22.1%) respondents with having length of service from 11-15 years and the other 25 (10.4 %) fall under the category of having year of service above 15 years. Regarding the position of respondents 49 (20.4%) of them were branch managers and the remaining 191 (79.6%) were customer service managers.

From the sample we can observe that there is higher number of employees with BA degree and also from the overall population the higher number is BA degree holder.

Branch grade of respondents

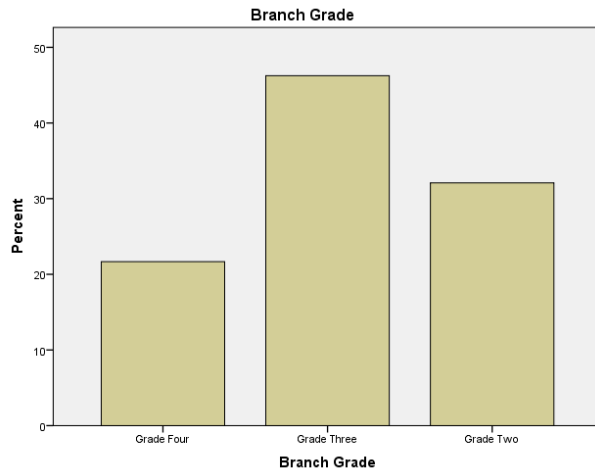


Figure 4: Branch grade

Variable	Category	Frequency	Percent
Branch Grade	Grade 4	52	21.7
	Grade 3	111	46.3
	Grade 2	77	32.1
	Total	240	100

Table 6: Branch grade of Respondents

According to the above table 21.7 % (52) respondents' works at grade four branches and 46.3 % (111) and 32.1 % (77) works at grade three and two branches respectively.

4.2 Descriptive Statistics of Decision making Autonomy and Non-financial organizational performance

When some concepts are measured by several items (questions), the items can be summarized to calculate the mean values. This is called calculating total scale scores. To conduct the analysis and to test the hypothesis, total scale scores was calculated for each variables of the study as depicted in the below table.

Descriptive Statistics

	N	Mean	Std. Deviation
control	240	3.4301	.90772
choice	240	3.3667	.88731
empowerment	240	3.2631	.91739
orgperf	240	3.3051	.89617
Valid N (listwise)	240		

Table 11: Descriptive Statistic

The above table shows the mean and standard deviation of selected dimensions of decision making autonomy and also for organizational performance given by respondents of the study, when the researcher observe the mean value for control, it is 3.4301 and SD of 0.90772. Therefore, the cumulative effect of the above result shows that the extent to which employees are controlled is positively related with non-financial organizational performance. The second variable is about making choice; here the mean value is 3.3667 and SD of 0.88731, the above result also demonstrates that, most employees make their own choice while performing their job. The third variable is about the empowerment level of the employees; here the mean value is 3.2631 and SD of 0.91739, which indicate that most of the employees are empowered. The last variable on the above table is the dependent variable of the study i.e. non-financial organizational performance and its mean value is 3.3051 and SD of 0.89617 and this indicates that most of the employees feel that the above-mentioned dimensions affect the organizational performance. When we compare the overall mean values for all independent variables of the study, there is no significant difference. All of them show positive outcome with a slight difference between them.

4.3 Correlation Analysis

Correlation between organizational performance and the independent variables

In this section, the researcher tried to accomplish the goal of the study through applying Pearson's correlation as it is the most widely used method of measuring the degree of relationship between two variables.

The relationship between two variables with a correlation of .10 is described as a small effect size, a correlation of .30 is described as a medium effect size and a correlation .50 is described as a large effect size (Pallant, 2005).

r=.10 to .29 or r=-.10 to -.29	small
r=.30 to .49 or r=-.30 to -.4.9	medium
r=.50 to 1.0 or r=-.50 to -1.0	large

Source: Cohen (1988)

The correlation among decision making autonomy and non-financial organizational performance was computed and presented in the table below:

Independent variables	No. of observations	Non-financial Organizational performance	
		Pearson Correlation	Sig. (2-tailed)
Control	240	.828**	.000
Choice	240	.786**	.000
Empowerment	240	.776**	.000

Table 12: Correlation Analysis

The result on the above table shows that control ($r=0.828$, $p<0.01$) is positively and significantly related with non-financial organizational performance. This means an increase or decrease in level of control will bring corresponding change in non-financial organizational performance. From result for the second variable it can be seen that choice ($r=0.786$, $p<0.01$) is positively and significantly related with non-financial organizational performance. This implies that, a change in making choice about various decisions will have a corresponding change on non-financial organizational performance. From the table, also it is observed that the extent to which

employees feel empowered ($r=0.776$, $p<0.01$) is positively and significantly related with non-financial organizational performance.

4.4. Regression Analysis

Regression is a technique that can be used to investigate the effect of one or more predictor variables on an outcome variable. That is, it allows us to make statements about how well one or more independent variables will predict the value of a dependent variable. The variables under decision making autonomy of employees were entered into regression analysis to determine their relative importance in contributing to the non-financial performance of the organization. Regression Analysis is used to ascertain the effect of factors of decision making autonomy of managers (control, choice and empowerment) explains the dependent variable (non-financial performance). Thus, the last hypothesis was tested using the regression output.

Before regression analysis was conducted normality and multi collinearity test was conducted. Then the variables under decision making autonomy were entered regression analysis to determine their relative importance in contributing to the overall non-financial performance of the organization.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	.152	.120		1.268	.206	-.084	.388
control	.474	.052	.480	9.143	.000	.372	.577
choice	.272	.060	.269	4.563	.000	.154	.389
empowerment	.187	.058	.192	3.205	.002	.072	.303

a. Dependent Variable: orgperf

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871 ^a	.758	.755	.44323

a. Predictors: (Constant), empowerment, control, choice

Table 15: Regression Analysis

4.4.1 Control and Non-Financial Organizational Performance

H1:- Control has a significant positive effect on organizational performance.

Ho: - Control has no significant positive effect on organizational performance.

The result on the above table shows that control ($r=0.828$, $p<0.01$) is positively and significantly related with organizational performance. This means variation on the level of the extent of control on employees will bring corresponding change in performance of the organization. Thus, the null hypothesis is rejected.

4.4.2 Choice and Non-Financial Organizational Performance

H2: - Choice has a significant positive effect on organizational performance.

Ho: - Choice has no significant positive effect on organizational performance.

From the above table, it can be seen that choice ($r=0.786$, $p<0.01$) is positively and significantly related with organizational performance. Implying that, a change in the level of choosing that employees do will have a corresponding change on organizational performance. Thus, the null hypothesis is rejected.

4.4.3 Empowerment and Non-Financial Organizational Performance

H3: - Empowerment has a significant positive effect on organizational performance.

Ho: - Empowerment has no significant positive effect on organizational performance.

The above table reports that empowerment ($r=0.776$, $p<0.01$) is positively and significantly related with organizational performance. Implying that, level of empowerment employees are granted has a corresponding effect on performance of the organization. Thus, the null hypothesis is rejected.

As illustrated in table above the value of adjusted R square is .871 which indicated 87.1% of changes in non-financial organizational performance can be accounted for by decision making autonomy but the remaining change in non-financial organizational performance may be accounted for variables other than the variables included in this study.

The above table also depicts the extent to which each independent variable influence the dependent variable. The relative importance of independent variables) in contributing to the variance of the non-financial organizational performance (dependent variable) was explained by the standardized Beta coefficient. The beta values of the independent variables i.e. control, choice and empowerment are 0.48, 0.269 and 0.192 respectively. The result obtained from the regression analysis showed that control is more significant and statistically meaningful when compared with the other variables in terms of enhancing non-financial organizational performance. This can be understood as a certain adjustment on the extent of controlling employees will make a significant change on the non-financial organization performance by 0.48 which is significant. Thus, the null hypothesis is rejected.

CHAPTER FIVE

5. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

This chapter deals with summary of major findings of the study, conclusions and recommendations of possible solutions for the problems identified.

5.1 Summary of Major findings

By investigating the relationships between selected decision making autonomy factors and organizational performance and also by quantitatively testing the effect of variables such as control, choice and empowerment on performance of the organization major findings were obtained.

The extent to which the employees are controlled, make various choices and whether they are empowered or not was also observed. All employees have a positive attitude about these three items. As it has been described the items have got a mean of 3.4301, 3.3667 and 3.2631 for control, choice and empowerment respectively.

Correlation coefficient was computed to determine the relationship between the independent variables and the dependent variable i.e. non-financial organizational performance. There was a positive and statistically significant relationship between the variables mentioned above. For control ($r=0.828$, $p<0.01$), choice ($r=0.786$, $p<0.01$) and empowerment ($r=0.776$, $p<0.01$), all variables show positive and significant relationship with employee performance.

The regression analysis was done to ascertain the extent to which the variables mentioned explain the variance in non-financial organizational performance. The value of Adjusted $R^2=0.871$ which indicated 87.1% of variance in non-financial organizational performance is explained by the independent variables i.e. control, choice and empowerment. It supported the hypothesis that the indicated items have a significant effect on the non-financial organizational performance.

5.2 Conclusion

The purpose of this paper is to examine the possible relationship between Decision Making Autonomy of Employees and Organizational Performance at Commercial Bank of Ethiopia. And the researcher addresses the research questions raised based on the findings from the study and the following points states the conclusions made on the basis of the results.

1. How do factors of decision making autonomy affect organizational performance?

The identified factors of decision making autonomy that affects non-financial organizational performance are control, choice and empowerment. Control takes the first part on having strong relation with the non-financial organizational performance, which depicts that the extent to which employees are controlled will influence their performance. So, we can conclude that when employees are controlled strictly the decision they make, will also be affected. The second highly related factor is choice, per the information gathered. The choices made by employees have direct relation with the dependent variable. When employees make, choices based on real factors, not just influenced by supervisors, they will be more successful on making good decisions. Empowerment is also positively related with the non-financial organizational performance. When employees are empowered to make decision by their own they will make decisions that are more appropriate to achieve the organization's goal.

2. How do managers view their decision-making autonomy in the organization?

As it has been observed by the study most of the employees view the decision-making autonomy variables positively. They agreed with the questions asked which shows that the employees are not controlled much, make choices of their own per procedures and are empowered while making decisions; this implies that these administrative staffs view their decision-making autonomy as an effective factor on the non-financial organizational performance. The managers replied that they are autonomous in making the decisions they make, which will have a positive result on the non-financial performance of the organization.

3. What is the relationship between decision making autonomy and organizational performance?

The finding from the study shows that, the relationship between these dependent and independent variable is positive. The enhancement on the independent variable will have a positive result on the dependent variable and the reverse is also true. So, we can say that working on the autonomy of managers will be helpful to enhance non-financial organizational performance.

5.3 Recommendations

From the findings of this study it was observed that there is a direct and positive relationship between decision making autonomy and non-financial organizational performance which means that the decision-making autonomy factors are directly proportional to non-financial organizational performance. This shows that management of the concerned bank can make use of different tactics, strategies and policies in relation with decision making to improve the level of performance of the organization about non-financial performance.

Control is the main factor, so the organization should consider providing freedom to employees while undertaking their work. Providing them with ways they can forward their ideas and make an informed decision for a better result. Regarding choice and empowerment the organization should consider motivating employees through various ways like providing trainings on various concerns and building a good relationship between managerial and non-managerial staffs.

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APPENDIX 1: QUESTIONNAIRE

**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
DEPARTMENT OF BUSINESS ADMINISTRATION AND INFORMATION SYSTEMS
POST GRADUATE PROGRAM**

Dear Sir/Madam

I am a student of Addis Ababa University, Department of Business Administration and Information Systems. Currently, I am conducting a research entitled: **“The Effect of Decision Making Autonomy of Employees on Organizational performance: the case of Commercial Bank of Ethiopia”** as a partial fulfillment of the requirement for Masters of Arts Degree in Human Resource Management. So, for this research I have selected you as a valuable source of information. The information you provide will only be used for academic purpose and kept in a strict confidentiality.

Please put a tick mark “√” in the box to the point which highly reflects your idea.

Thus, would you mind to commit some 20 minutes to fill in this questionnaire? Thank you very much for your invaluable time.

Address

HilinaSereke

hilinakon@gmail.com

Part 1: General information

1. Gender

Male Female

2. Age

21-30 41-50
 31-40 More than 50

3. Academic qualification

Diploma
 Bachelor degree
 Master or higher

4. Number of service years as an employee of CBE

1-5 years 11-15 years
 6-10 years More than 15 years

5. Current position:

Branch Manager Customer Service Manager

6. Branch Grade

Grade Four
Grade Three
Grade Two

Part 2: Decision making autonomy

The following questions are presented on a five point Likert scale

1. Strongly Disagree 2. Disagree 3. Neutral 4. Agree 5. Strongly Agree

	Control	5	4	3	2	1
1	I try to get focused, not to be influenced by the things going on around me.					
2	I understand and implement the decision making process of the organization.					
3	I use my own ability before any anchors are on the table.					
4	I investigate well when I am faced with various confusing alternatives.					
5	I feel in control of things					
6	I find it easy to think clearly when I have to decide something in a hurry					
7	I plan well ahead					
8	I decide how to go about getting my job done					
9	I have independence for organizing my own work					
Choice						
10	I start small and make decisions patiently.					
11	I try to use decision making processes before making decisions.					
12	I make decisions calmly and use tools properly.					
13	I use the decision making process to make an effective decision.					
14	I make decision not because it seem right but by looking for other reference of similar situations					
15	I consider costs to be incurred when I make decisions.					
16	I have influence on what goes on in your work group.					
17	I am able to decide on how to do my job					

Empowerment						
18	I get visible support from my supervisor.					
19	I have taken trainings on how to make rational decisions and how to use the tools of decision analysis.					
20	After every decision I review what happened and try to correct what goes wrong.					
21	I am in control of my confidence level while making decision.					
22	I try to be honest while gathering information to make a decision.					
23	My supervisors are receptive and listen to my idea and suggestions.					
24	I have high degree of influence while decisions are being made.					

Part 3: Non-Financial Organizational performance

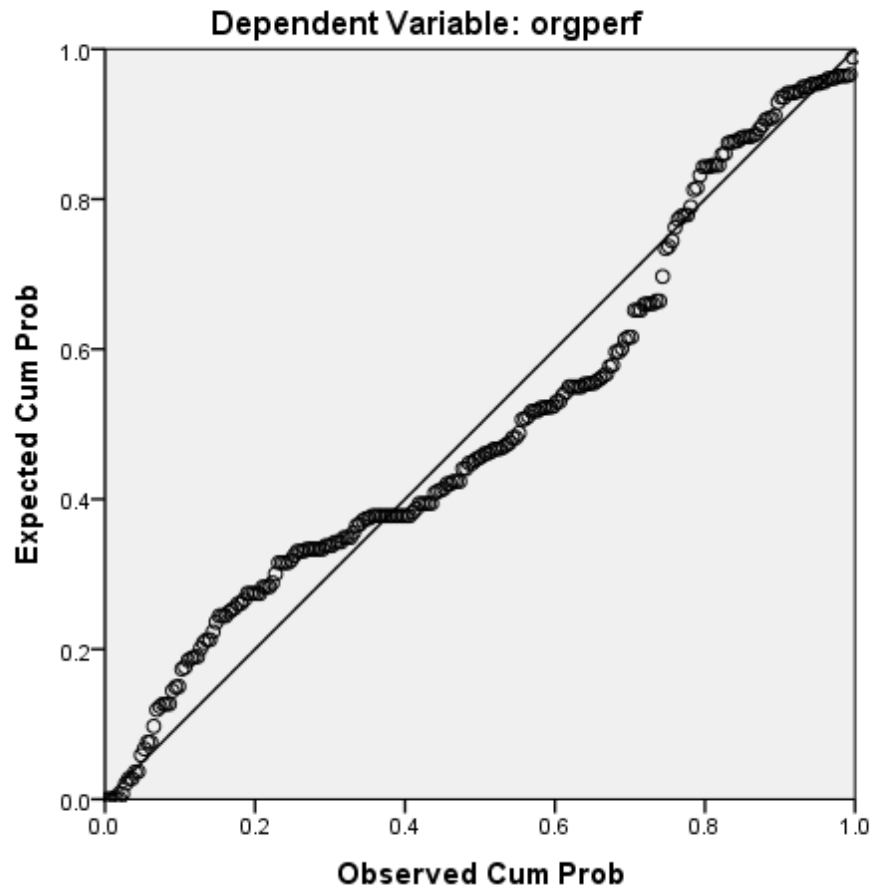
Non-Financial Organizational Performance		5	4	3	2	1
25	The vision and mission I share with my organization allows me to make the right decision that contributes better organizational performance.					
26	My participation in decision making increases the level of my contribution to the overall organizational performance.					
27	I make decisions without any force that would make me more efficient and productive.					
28	I make decisions rationally in relation to customers that will satisfy them more.					
29	My working environment allows me to think clearly towards achieving customer satisfaction.					

30	I am given opportunity to make decisions towards making my organization more competitive which will help it to get acceptance by customers.					
31	The flexibility I have while making decision makes me work more towards achieving more credit from customers to increase the competitiveness of my organization.					
32	I believe that my decision is given credit in my organization that it will be used as an additional idea to enhance the service quality.					
33	I am allowed to be flexible with treating customers to increase the quality of service I provide.					

Thank You Very Much for Your Co-operation!!!

APPENDIX 2: Normality Test Output

Normal P-P Plot of Regression Standardized Residual



Descriptive Statistics

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
control	240	-.944	.157	-.027	.313
choice	240	-.547	.157	-.681	.313
empowerment	240	-.447	.157	-.528	.313
orgperf	240	-.655	.157	-.207	.313
Valid N (listwise)	240				

APPENDIX 3: Correlation Output

Correlations

		control	choice	empowerment	orgperf
control	Pearson Correlation	1	.751**	.760**	.828**
	Sig. (2-tailed)		.000	.000	.000
	N	240	240	240	240
choice	Pearson Correlation	.751**	1	.815**	.786**
	Sig. (2-tailed)	.000		.000	.000
	N	240	240	240	240
empowerment	Pearson Correlation	.760**	.815**	1	.776**
	Sig. (2-tailed)	.000	.000		.000
	N	240	240	240	240
orgperf	Pearson Correlation	.828**	.786**	.776**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	240	240	240	240

** . Correlation is significant at the 0.01 level (2-tailed).

APPENDIX 4: Regression Output

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.871 ^a	.758	.755	.44323

a. Predictors: (Constant), empowerment, control, choice

b. Dependent Variable: Organizational Performance

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	145.581	3	48.527	247.016	.000 ^b
	Residual	46.363	236	.196		
	Total	191.944	239			

a. Dependent Variable: orgperf

b. Predictors: (Constant), empowerment, control, choice

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error				Beta	Zero-order	Partial	Part	Tolerance
(Constant)	.152	.120		1.268	.206					
1 control	.474	.052	.480	9.143	.000	.828	.511	.293	.371	2.698
choice	.272	.060	.269	4.563	.000	.786	.285	.146	.295	3.394
empowerment	.187	.058	.192	3.205	.002	.776	.204	.103	.285	3.504

a. Dependent Variable: orgperf

APPENDEX 5: Multi Collinearity Test

Coefficients^a

Model	Collinearity Statistics	
	Tolerance	VIF
1 control	.371	2.698
choice	.295	3.394
empowerment	.285	3.504

a. Dependent Variable: orgperf