

Decision Styles and Organization Behaviour: Implication for Academia in Research Institutes

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Abstract

The study assessed decision styles and organization behavior: implication for academia in research institutes. Data were collected from 60 randomly selected respondents using a structured questionnaire. Major decision styles that affect organization behavior were: rational and logical decision when needs arise ($\bar{x} = 3.3$), employees information when making decision ($\bar{x} = 3.5$), available alternatives considered in making decision ($\bar{x} = 3.3$) and openness to suggestion in organization ($\bar{x} = 3.2$). Major organizational behavior that affect academics were: administrative styles ($\bar{x} = 3.4$), attitude of administrators ($\bar{x} = 3.3$), administrators praise and recognition for effective performance and appreciation of special effort ($\bar{x} = 3.2$), management standards for behavior towards employees and adhere to standard ($\bar{x} = 3.1$) and level of relationship between administrators and subordinate ($\bar{x} = 3.0$). Major challenges to academic behavior identified were: denial of research grant ($\bar{x} = 2.2$), poor working environment ($\bar{x} = 2.2$), favouritisms from administrators to subordinates ($\bar{x} = 2.1$) and inadequate funding and training of academics ($\bar{x} = 2.0$). A significant relationship was found between decision styles ($r = 0.689$, $p < 0.00$) and organization behavior. Management decision that would positively influence academics' behavior are essential in academic environment.

Keywords: Organizational behavior; Decision styles; Academics

Introduction

Generally, people differ in their approaches to decision making. The perspective of decision making styles proposes that people differ along two dimensions in the way they approach decision making. Some people tend to be rational and logical in the way they think or process information. A rational type looks at information and makes sure it is logical and consistent before taking the necessary decision; others tend to be creative and intuitive. Intuitive types do not have to process information in a certain order but are comfortable looking at it as a whole (Robbins *et al*, 2006). Decision styles established the process of identification of

best course of action from set of objectives and it shows that there are several alternatives that could be weighed before selecting the best choice. Organizational behavior is a field of study that investigates the impact that individuals, groups and structures have on behavior within an organization for the purpose of applying such knowledge towards improving an organization's effectiveness (Judge and Robbins, 2006). It is the way people interact within groups and also a comprehensive field of study in which individuals, group and organizational structure is studied. In any academic environment where impact of modern technology is great, there is need for the

organization to understand the type of decision style that will suit the smooth running of academic programmes. According to Mara (2003), academia is the community of students and scholars engaged in higher education and research. Academia is usually conceived of as divided into disciplines or fields of study. Most academic institutions reflect the division of the disciplines in their administrative structure being divided internally into faculties or programmes in various fields of study. Each faculty is typically administered and funded separately by the academic institution, though there may be some overlap of faculty members, research and administrative staff may in some cases be shared among various faculties. Understanding the kind of academic environment will help the administrator to understand the behavior of the faculty members in various institutions. Basically, the objectives of the study were to: examine personal characteristics of the employees.

identify the different types of decision styles used in the organisation.

determine various organizational behaviour of the respondents.

ascertain if decision styles have implication on staff's behaviour in the study area.

Hypotheses of the study

There is no significant relationship between decision styles of the management and Organizational behavior

There is no significant relationship between the personal characteristics of the respondents and organizational behaviour

Methodology

The study was carried out at the Federal College of Agriculture and Federal College of Animal Health and Production Technology, Ibadan, Oyo State, Nigeria. Federal College of Agriculture, Ibadan (formerly called school of Agriculture) was established in 1921. It is the first Agricultural Institute in Nigeria and even in West Africa.

The data for the study were obtained using a structured questionnaire. The questionnaire was structured into sections to generate information about personal characteristics, decision styles and organizational behavior of the respondents. Implication of decision styles on staff's behaviour was measured using a likert scale: strongly agree =4, agree = 3, disagree = 2 and strongly disagree =1. Challenges affecting organization behavior was measured using respondents rating of problem on a 3 - point likert scale of very serious = 3, serious =2 and not serious =1. Descriptive and inferential statistics were used for data analysis. Descriptive statistics included frequencies, percentages, mean and standard deviation. Chi square and Pearson Product Moment Correlation were used to determine decision styles and organization behaviour.

Results and Discussion

Personal characteristics of the respondents

Table 1 shows the personal characteristics of the respondents. The result showed that thirty two percent (32%)

of the respondents were between the age bracket of 30-34 years. The implication of these findings is that there are more vibrant, active and energetic people between the ages of 30- 34 years in the study area. This agrees with findings of Isaac (2011) and FAO (1997) who reported that agricultural employees in the South Western part of Nigeria were in the age range of 30-40 years and also further supported by Oso (2010) who reported that most (55.02%) of the researchers in Oyo State were in the age range of 31 – 40 years. More than half (53.3%) of the respondents were female indicating that female staff were more than male staff in the study area. It was found that most (65.0%) were married almost (80.0%)

were Christian while 60.0% of the academics have higher degrees. More than half (66.7%) of the respondents had spent less than 6 years in service. Less than half (43.3%) of the respondents earn less than ₦100,000 per month.

Types of decision styles

Majority (70.0%) of the respondents confirmed that directive style is used in their organization, more than half (55.0%) identified analytical style while 63.3% adduced to conceptual and behavioral styles. This indicates that directive, conceptual and behavioral styles of decision making are being used in the organizations studied.

Table1: Socio-economic characteristics of the respondents (n = 60)

Variables	F	P
Gender		
Male	28	46.7
Female	32	53.3
Age		
< 30 years	8	13.4
30 - 34 years	19	32.7
35 - 39 years	15	25.1
40 - 44 years	8	13.5
>44 years	9	15.3
Marital status		
Single	20	34.5
Married	39	65.5
Religion		
Christianity	48	80.0
Islam	12	20.0
Educational qualification		
HND/B.Sc	24	40.0
M.Sc/Ph.D	36	60.0
Years in service		
< 6years	40	66.7
6 - 10 years	12	20.0
11 - 15 years	7	11.7
16 - 20 years	1	1.6
Income (₹)		
< 100,000	26	43.3
101,000 - 150,000	25	41.7
>151,000	9	15.0
Staff cadre		
Assistant lecturer	28	46.7
Lecturer II	23	38.3
Lecturer I	8	13.3
Principal lecturer	1	1.7

Source: Field survey 2014

* F= Frequency, P= Percentages

Table 2: Types of decision styles (n=60)

Variables	Yes F (P)	No F (P)
Directive style	42 (70.0)	17 (28.3)
Analytical style	33 (55.0)	26 (43.3)
Conceptual style	38 (63.3)	21 (35.0)
Behavioral style	38 (63.3)	22 (36.7)

Sources: Field survey 2014

Directive styles

The decision style of the respondents was also explored and it was revealed that respondents were very efficient in their thinking ($x = 3.3$), they take rational and logical decision when need arises ($x = 3.3$) and respondents have low tolerance for ambiguity ($= 2.1$). Results on analytic style show that most of the subordinates' information and idea are welcomed in their organization and some take decision carefully when needs arise ($x = 3.5$), some cope with latest information and idea ($x = 3.4$) and greater tolerance for ambiguity ($x = 3.1$). Also, available alternatives are being considered when making decision in their organization ($x = 3.3$), some are very broad in the approach ($x = 3.2$), I plan for a very long time before making final decision ($x = 3.1$) and formulating creative solutions to problems is a weapon to make a firm decision ($x = 2.9$). This means that in studied organization, academic staff members are broad in their approach which gives them the room to consider

other alternatives while making decisions. Proper planning for a long time before making final decisions also helps the administrators in making right decisions because they must have weighed all the other alternatives before taking the right decision which is likely to be favorable to the subordinates. Behavioral style was also reported by the respondents in their organization: academics work well with others before making final decisions and open suggestions is the ultimate in their organization ($x = 3.2$), conflict is avoided in my organization ($x = 3.1$), acceptance of subordinates is very paramount in my organization and achievement of my team or coworkers is very paramount in my organization ($x = 3.0$). Results show that most of the workers in this organization work together with one another before decisions are been made which also give room for open suggestions, criticism and oneness among academics in their organization which is likely to affect the behavior of the staff positively.

Table 3: Various decision styles (n=60)

Variables	SA	A	SD	D	Mean
	F (P)	F (P)	F (P)	F (P)	
Directive style					
Employees have low tolerance for ambiguity.	•	24 (40.0)	19 (31.7)	17 (28.3)	2.1
Employees are very efficient in my thinking.	26 (43.3)	31 (51.7)	•	3 (5.0)	3.3
I take rational and logical decision when need arises.	30 (50.0)	24 (40.0)	3 (5.0)	3 (5.0)	3.3
My focus is very short in terms of decision making.	2 (3.3)	15 (25.0)	23 (38.3)	20 (33.3)	1.5
I make decisions with minimal information.	5 (8.3)	17 (28.3)	21 (35.0)	17 (28.3)	2.1
I am not careful in analyzing other alternatives.	4 (6.7)	4 (6.7)	33 (55.0)	19 (31.)	1.8
Analytical style					
I oppose decisions given to me by my superior.	12 (20.0)	11 (18.3)	23 (38.3)	14 (23.3)	2.3
I have greater tolerance for ambiguity.	21 (35.0)	30 (50.0)	7 (11.7)	2 (3.3)	3.1
I take decisions carefully when the need arises.	39 (65.0)	17 (28.3)	•	4 (6.7)	3.5
Subordinates information or idea is welcomed when making decision.	34 (56.7)	24 (40.0)	•	2 (3.3)	3.5
My ability to adapt to different environment is high.	29 (48.3)	31 (51.7)	•	•	
I can cope with latest information or idea.	16 (26.7)	37 (61.7)	4 (6.7)	3 (5.0)	3.4
Challenges or situations around me give me a better room to make decision.	21 (35.0)	37 (61.7)	•	2 (3.3)	3.1
Conceptual style					
I am very broad in my approach.	27 (45.0)	29 (48.3)	•	4 (6.7)	3.2
Available alternatives are being considered in making decisions.	21 (35.0)	29 (48.3)	6 (10.0)	4 (6.7)	3.3
I plan for a very long time before making final decision.	27 (45.0)	14 (23.3)	6 (10.0)	13 (21.7)	3.1
Formulating creative solutions to problems is a weapon to make a firm decision	30 (50.0)	17 (28.3)	8 (13.3)	5 (8.5)	2.9
Behavioral style					
I work well with others before decisions are made.	24 (40.0)	29 (48.3)	2 (3.3)	5 (8.3)	3.2
Open suggestion is the ultimate in my organization.	18 (30.0)	30 (50.0)	8 (13.3)	4 (6.7)	3.2
Achievement of my team or coworkers is very paramount in my organization.	18 (30.0)	32 (53.3)	8 (13.3)	2 (3.3)	3.0
Conflict is avoided in my organization.	18 (30.0)	32 (53.3)	6 (10.0)	4 (6.7)	3.1
Acceptance of subordinates is very paramount in my organization.	23 (38.3)	23 (38.3)	12 (20.0)	2 (3.3)	3.0

Source: Field survey 2014

*Figures in parentheses are percentages

S.A= Strongly Agree; A= Agree; S.D= Strongly Disagree; D= Disagree

Organizational behavior of the academics in the study area

Organizational behavior of the respondents was also explored. The results showed major organization behavior that improve decision making were: spirit of team building encourages positive decision in my organization (x =3.4), administrative styles affect subordinates performance in my organization (x =3.4), attitude of administrators bring about positive result (x =3.3), the administrator provide praise and recognition for effective performance and shows appreciation for special effort (x 3.2) and the level of relationship between administrators and subordinate is cordial (x =3.0). This result indicates that

their level of relationship with one another allows them to work efficiently and effectively which improve their behavior in their organization. Abiona *et al.*,(2014). This result is also supported by the assertion of Hatch (2006) who was of the opinion that impact of individual and organization structure will create a positive or negative influence on organization effectiveness.

Challenges affecting organizational behavior in the study area

Table 5 shows respondents views on the major challenges to decision making in an organization. The result shows that hindsight bias, randomness error (x=2.3) were the major challenges that affect

Table 5: Challenges affecting organizational behavior in the study area (n=60)

Variables	Very serious F (P)	Serious F (P)	Not serious F (P)	Mean
Overconfidence bias	7 (11.7)	20 (33.3)	33 (55.0)	1.5
Confirmation bias	5 (8.3)	44 (73.3)	11 (18.3)	1.9
Representative bias	5 (8.3)	30 (50.0)	25 (41.7)	1.6
Escalation of commitment	8 (13.3)	30 (50.0)	22 (36.7)	1.7
Delay in promotion	18 (30.0)	13 (21.7)	29 (48.3)	1.8
Inadequate training	25 (41.7)	13 (21.7)	22 (36.7)	2.0
Poor leadership skills	10 (16.7)	27 (45.0)	23 (38.3)	1.7
Poor communication	10 (16.7)	12 (20.0)	32 (53.3)	1.7
Gender discrimination	22 (36.7)	14 (23.3)	24 (40.0)	2.0
Inadequate funding	21 (35.0)	28 (46.7)	11 (18.3)	2.0
Favoritism from administrators to subordinates	22 (36.7)	30 (50.0)	8 (13.3)	2.1
Poor working environment	24 (40.0)	25 (41.7)	11 (18.3)	2.2
Denial of grants	25 (41.7)	23 (38.3)	12 (20.0)	2.2
Randomness error	30 (50.0)	20 (33.3)	10 (16.7)	2.3
Hindsight bias	28 (46.7)	24 (40.0)	8 (13.3)	2.3
Availability bias	26 (43.3)	26 (43.3)	8 (13.3)	2.3

Source; Field survey 2014

Table 4: Various organizational behavior (n=60)

Variables	SA	A	SD	D	Mean
Organizational behavior					
The level of relationship between administrators and subordinates is cordial	20 (33.3)	24 (40.0)	12 (20.0)	4 (6.7)	3.0
The decision style of settling disputes in my organization is unbiased	20 (33.3)	21 (35.0)	10 (16.7)	9 (15.0)	2.8
My organization demonstrates an autocratic administrative and leadership style	12 (20.0)	26 (43.3)	6 (10.0)	16 (26.7)	2.5
My organization demonstrates a democratic administrative and leadership style	16 (26.7)	21 (35.0)	11 (18.3)	12 (20.0)	2.6
The action of the administrators pose threat to employees decision	10 (16.7)	21 (35.0)	11 (18.3)	18 (30.0)	2.3
The decisions made by administrators are mostly/often inappropriate	12 (20.0)	15 (25.0)	19 (31.7)	14 (23.3)	2.4
Administrators do not build rapport with employees within the organization	10 (16.7)	21 (35.0)	10 (16.7)	19 (31.7)	2.3
The administrators of my organization delegate responsibilities and authority to the subordinates	16 (26.7)	30 (50.0)	6 (10.0)	8 (13.3)	2.9
The administrators allow subordinates to use their discretion in making decisions	18 (30.0)	34 (56.7)	4 (6.7)	4 (6.7)	3.1
The administrators set standards for their behavior towards employees and hold themselves to this standard	18 (30.0)	34 (56.7)	4 (6.7)	4 (6.7)	3.1
The administrators provide praise and recognition for effective performance and shows appreciation for special effort	21 (35.0)	29 (48.3)	10 (16.7)	•	3.2
My organization leadership emphasizes team work and promote cooperation, cohesiveness and identify with the group	25 (41.7)	29 (48.3)	4 (6.7)	2 (3.3)	3.3
Attitude of my administrators bring about positive result	21 (35.0)	37 (61.7)	2 (3.3)	•	3.3
Spirit of team building encourages positive decision in my organization	23 (38.3)	33 (55.0)	4 (6.7)	•	3.4
Administrative styles affect subordinates performance in my organization	29 (48.3)	27 (45.0)	4 (6.7)	•	3.4
Organizational culture/structure have negative effect on subordinates' behavior	19 (31.7)	31 (51.7)	4 (6.7)	6 (10.0)	3.0

Source: Field survey 2014

S.A= Strongly Agree; A= Agree; S.D= strongly disagree; D= Disagree

* Figures in parentheses are percentages

organization behaviour. Denial of grants and poor working environment ($x=2.2$), favoritism from administrators to subordinate ($x=2.1$), gender discrimination ($x=2.0$), inadequate training ($x=2.0$). This result is in line with Adeniji (2011) that if staff are not well trained it will definitely affect the organization and inadequate funding ($x=2.0$). This result also agrees with the view of Okoro (2000) that funding from government for research institute has gone down in recent times. This result is not unexpected because Adebayo (2000) opined that inadequate annual budget allocation has been the major bane of staff development.

Test of relationship between respondent's personal characteristics and their organizational behavior

The result of chi-square analysis shows that significance relationship exists between respondents' organizational behaviour and gender ($\chi^2=19.95$, $P=0.04$), educational qualification ($\chi^2=16.74$, $P=0.02$), staff cadre ($\chi^2=60.38$, $P=0.01$) and organizational behavior. The significant relationship observed between respondents' educational status and organizational behaviour is a clear attestation to the fact that education is important to the success of any organization. This finding is supported by assertion of Abiona (2010), that education is an important factor in changing attitude, and influencing staff behavior. Significant relationship was found between years in service ($r = -0.102$, $P=0.039$) and organizational behavior.

3.6 Test of relationship between decision styles and organizational behavior of respondents

A significant relationship exists between decision styles of the administrators and the organizational behavior of the respondents ($r= 0.689$, $P=0.00$). This is expected because decision style of the administrators will influence the organizational behavior of the staff.

Conclusion and Recommendations

Organizational behaviour had a strong role to play in any academic organization. It was concluded from the study that a good working and friendly environment will generate good behaviour from the employees. This could also influence the productivity of the staff as well increase the rate at which they discharge their duties to the students and also societies at large.

Based on the findings the following recommendations are suggested

- Interest of their academics must be the priority of the organization and this will help them to contribute their knowledge effectively.
- Managers in the organization should make sure that they involve the subordinates in decision making process.
- Praise and recognition for worthy employees that will attach with compensation through performance.

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