



29871

**THE IMPACT OF MANAGERIAL VALUE SYSTEM ON  
DECISION MAKING STYLES: A STUDY ON PUBLIC  
SECTOR MANAGERS IN SRI LANKA**



**PERIYATHAMBY ELANGKUMARAN  
RJT/MBA/2007/21**

ACC NO	29871
CALL NO.	658.4 ELA

This Thesis is submitted in partial fulfillment of the requirement for the Degree of Master of Business Administration (MBA) to the MBA programme of the Faculty of Management Studies, Rajarata University of Sri Lanka.



**Master of Business Administration  
Faculty of Management Studies  
Rajarata University of Sri Lanka  
Mihintale.  
2014**

## ABSTRACT

Research on values has provided significant insights at individual, organizational and societal levels of analysis. One area that remains under-explored is how the values of managers influence decision-making on human resource issues. This study explores the effects of Managerial Value System (MVS) on Decision Making Styles (DMS) with certain demographic and organizational variables (such as age, gender, religion, etc) were also investigated of Sri Lankan Public Sector Managers (SLPSM).

In this study, a sample of 100 Sri Lankan Administrative Staff was selected as SLPSM in various public sector organizations by stratified random sampling. The managerial decision-making styles questionnaire was classified into autocratic, pseudo-consultative, consultative, participative, pseudo-participative, and delegative. Furthermore, statistical analysis of the survey data classified managerial value systems into tribalistic, egocentric, conformist, manipulative, sociocentric, and existential. This questioner was developed by the researcher in accordance with the Graves theory.

Co-efficient of simple and multiple correlations have been calculated in this study to measure the relationship between independent variables (i.e., managerial value system) and dependent variables (i.e. decision making style,). And linear regression technique also used to know the extent of impact of MVS on DMS of SLPSM.

The finding indicated that an average SLPSM represents a mix of all six value systems in nearly equal proportions. As for the DMS, more than half of SLPSM preferences and practices participative DMS in the public sector organizations. The results explain that demographic factors can significantly influence the MVS and DMS of SLPSM. The results revealed that there is a significant positive relationship between MVS of SLPSM and practicing DMS. Further results confirmed that the MVS of SLPSM significantly impact on practicing DMS in the public sector organizations.

It is widely believed that the values of any country depend, to a large degree, upon the values held by those in management and their decision-making styles. The present study is a detailed introduction to contemporary SLPSM and the way it is managed.

## Contents

<b>Contents</b>	<b>Page No</b>
Researcher's Declaration	i
Supervisor Recommendation	ii
Acknowledgement	iii
Abstract of the Research	iv
List of Contents	v-x
List of Tables	xi- xiii
List of Figures	xiv
List of Abbreviations	xv
<b>CHAPTER I- INTRODUCTION</b>	<b>1-14</b>
1.1. Background of the Study	01-05
1.2. Statement of Problem	05-07
1.2.1. Brief details of Pilot Survey	07-09
1.2.2. Problem Statement	
1.3. Research Questions and Objectives	09
1.3.1. Research Question	09
1.3.2. Objectives	10
1.4. Significance of the Study	10-11
1.5. Research Methodology	11
1.5.1. Research Design	11
1.5.2. Population and Sampling Strategy	11
1.5.3. Data Sources	11-12
1.5.4. Measurement	12
1.5.5. Reliability and Validity	12
1.5.6. Mode of Analysis	12
1.6. Limitations of the Research	12-13
1.7. Organization of the Chapters	13-14

<b>CHAPTER II- THEORIES AND REVIEW OF LITERATURE</b>	<b>15-56</b>
2.1. Introduction	15
2.2. Theories of Value	15
2.2.1 Abraham Maslow's Theory Self-Actualizing	15-17
2.2.2 Hofstede's Theory of Organizational Cultural	17-19
2.2.3 Rokeach's Theory of Human Values	19-21
2.2.4. Schwartz's value theory	21-22
2.2.5. Graves's Value Systems Theory	22-28
2.3. Research Studies on Values	28
2.3.1. Values	28-31
2.3.2. Cultural Influences on Value Formation	31-32
2.3.3. Functions of Values and Value System	32-33
2.3.4. Classification of Values	33-36
2.3.5. Values and Organizational Studies	36-40
2.4. Demographic Variables	
2.4.1. Value and age	40-41
2.4.2. Value and Gender	41-42
2.4.3. Value and Education	42-43
2.4.4. Value and Occupational	43-44
2.5. Various Models of Decision-Making	44
2.5.1. The Rational Model	44
2.5.2 The Model of Bounded Rationality	45
2.5.3. The Increment list View	45
2.5.4. The Organizational Procedures View	45-46
2.5.5. The Political View	46
2.5.6. The Garbage Can Model	46
2.5.7. The Individual Differences Perspective	47
2.5.8. Naturalistic Decision-Making	47
2.5.9. The Multiple Perspectives Approach	48
2.6. Related Theories	
2.6.1. Trait Theory of Leadership	48-49

2.6.2. Likert's Four System Management Theory of Leadership	49-50
2.6.3. X and Y Theory of Leadership	50
2.6.4. Cognitive Resources Theory of Leadership	50
2.7. Research Studies on Decision Making Styles	50-54
2.8. Relationship between Value System and Decision Making Styles	54-56
2.9. Summary	56
<b>CHAPTER III- RESEARCH METHODOLOGY</b>	<b>57-76</b>
3.1. Introduction	57
3.2. Structure and Process of Government of Sri Lanka	57-58
3.2.1. The History of Sri Lanka Administrative Services	58
3.3. Conceptual Frame Work of the Study	59
3.4. Definitions of Key Concepts and Variables	
3.4.1. Managerial Value System	60
3.4.1.1. The Tribalistic Value System	60
3.4.1.2. The Egocentric Value System	60
3.4.1.3. The Conformist Value System	61
3.4.1.4. The Manipulative Value System	61
3.4.1.5. The Socioentric Value System	62
3.4.1.6. The Existential Value System	62
3.4.2. Managerial Decision-Making Styles	63
3.4.2.1. Autocratic Style	63
3.4.2.2. Pseudo-Consultative Style	63
3.4.2.3. Consultave Style	63
3.4.2.4. Participative Style	63-64
3.4.2.5. Pseudo-Participative Style	64
3.4.2.6. Delegative Style	64
3.5. Operationalisation of the Study	64-67
3.6. Population and Sampling	
3.6.1. Population of the Study	67
3.6.2. Sample of the Study	68
3.7. Methods of Data Collection	69

3.7.1. Questionnaire Construction	69-70
3.8. Reliability and Validity of the Data	70
3.8.1. Cronbach Alpha	70-72
3.8.2. KMO and Bartlett's Test	72
3.9. Mode of Data Analysis	72-73
3.9.1. Descriptive Analysis	73
3.9.2. Inferential Analysis	73
3.9.2.1. Correlation Analysis	73-74
3.9.2.2. Multiple Regression	74-75
3.10. Hypothesis of the Study	75-76
3.11. Summary	76
<b>CHAPTER IV- DATA PRESENTATION &amp; ANALYSIS</b>	<b>77-111</b>
4.1. Introduction	77
4.2. Descriptive Analysis of Variables	77-83
4.3. Correlation Analysis - MVS and DMS of SLPSM	83-89
4.4. Regression Analysis	89-94
4.5. Correlation Analysis- Meddlesome of Demographic Factor on MVS and DMS of SLPSM	
4.5.1. Analysis of Types of MVS and DMS with Gender	95-99
4.5.2. Analysis of Types of MVS and DMS with Different Age Group	100-105
4.6. One Sample Test of Organizational and Demographic Variables with MVS	106
4.7. Analysis of Decision Making Styles	107
4.7.1. Analysis of SLPSM's Decision Making Style	107
4.7.2. Comparison of Most Practice DMS of SLPSM	108
4.7.3. Comparison of Most Effective DMS of SLPSM in his/her Opinion	109
4.7.4. Comparison of Perceived Supervisors DMS of SLPSM his/her Opinion	110
4.7.5. Comparative Managerial Decision Making Styles in the Selected Countries	111
4.8. Summary	111

<b>CHAPTER V- CONCLUSION &amp; RECOMMENDATION</b>	<b>111-128</b>
5.1 Introduction	112
5.2 Hypotheses Testing	112-118
5.3 Conclusion	118-120
5.4 Achievement of Objectives	120-121
5.5 Come Back with the Research Questions	121-122
5.6 Recommendations	122-124
5.7 Policy for the Public Sector Management	124-125
5.8 Supporting theories for findings	125-126
5.9 Future direction for the study	126-128

**Appendixes**

References	i-xvi
Questionnaires	xvii-xxiv
Research Problem Approach	xxv