

Understanding The Important Role of Decision-Making in Enhancing Organisational Effectiveness: Concepts, Processes, and Managerial Responsibilities

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Abstract

The decision-making process is fundamental and involves various stakeholders. The outcomes have both positive and negative repercussions for the community and the economy. Errors in decision-making can lead to reduced profits, losses, and adverse impacts on the national economy. This study focuses on the discussions and perspectives of previous researchers regarding decision-making within organisations. The primary aim is to explore the concepts, processes, and roles of managers in the decision-making process. The findings suggest that decision-making is a multifaceted process that involves managers at different levels, including top, middle, and lower-level managers. The researcher also examines the rationalisation of decision-making, emphasising its critical components and inherent weaknesses. To ensure consistency and adherence to proper procedures, the decision-making process must be executed effectively and efficiently. This is especially crucial for managers, who play a vital role in shaping various aspects of the organisation. Three key elements define managers' role in decision-making: rationality, bounded rationality, and intuition. A blend of these approaches is essential for achieving the organisation's mission and vision, thereby enhancing productivity and competitiveness.

1. Introduction

Decision-making has become a vital focus in business management because of its significant influence on an organisation's success. Experts in this area emphasise the close link between decision-making and management processes. That is the only subtle difference separating them. Managers mainly focus on the art and science of making informed decisions that shape their organisations' direction (Pacheco et al., 2023; Chen, Anggrahini & Chen, 2024). For example, a scenario in which a manager thoroughly analyses a detailed report assessing a competitor's pricing strategies. This report includes not only numerical data but also insights into market trends, customer behaviour, and competitive positioning. By carefully examining this information, the manager is better equipped to make a strategic pricing decision. Ultimately, enhancing their organisation's competitive edge in the market (Chernyi & Uotila, 2024). Effective decision-making is crucial within organisations. It affects

not only individual choices but also various levels across the company (Liao, Wang & Tang, 2023). It plays a key role in guiding and managing team members, thereby boosting overall job performance (Ossa-Cardona, 2025; Costa et al., 2024).

The managers establish clear and structured decision-making processes. It is also creating an environment that promotes accountability and empowers employees. Additionally, well-optimised decision-making practices can lead to significant gains in operational efficiency (Charlotte & Stephanie, 2025). This results in more streamlined workflows. At the same time, better resource allocation is essential for meeting organisational goals. In summary, integrating effective decision-making strategies is crucial for the smooth functioning and success of any organisation. It directly impacts both management effectiveness and employee productivity (Marle & Robin, 2024). Effective decision-making also plays a crucial role in enhancing communication skills within the workplace. A manager's interactions with their team are often shaped by their understanding of the critical information employees need to comprehend (Olhager & Feldman, 2021; Felipe, Harsh & Hyunjin, 2024). This dialogue not only informs team members but also lays the foundation for their future decision-making.

2. Decision-Making Concept

A decision is the process of choosing a specific course of action from multiple options (Jamwal et al., 2020; Hussein, 2024). While this definition is brief, it is clear and memorable, highlighting the core of decision-making. The decision-making process is vital for how individuals operate and navigate their roles within an organisation. Ultimately impacting professional growth and workplace productivity (Musheke & Phiri, 2021). Although the definition is straightforward, it is essential to recognise that effective decision-making is part of a larger. More complex process comprising four key steps. The first essential step in making a decision is to clearly identify the problem that needs to be addressed. This involves recognising the main issue that requires attention. Once the problem is understood, it is important to examine it more closely to determine its complexity and potential effects (Holubcik et al., 2024). After that, the next step is to generate various options or solutions to address the issue. Ultimately, the best option is selected from the available options.

As Jamwal et al. (2020) emphasise, decision-making involves more than simply choosing one option over another. It is a more profound process that requires careful thought and planning to achieve the best outcomes. This process is not limited to managers; everyone within the organisation plays a role in decision-making. This can influence the company's working environment and overall direction. According to Hussein (2024), decisions can significantly impact everything from long-term goals to day-to-day tasks. For example, employees contribute to decisions regarding priorities. They suggest new products that align with changing market demands. Finally, select the tools or systems that enhance team collaboration. When individuals are involved in decision-making, they not only aid in the organisation's growth but also feel a greater sense of responsibility for the outcomes.

2.1 Decision-Making Role

According to Ristyaman, Putro, and Siallagan (2023), in decision-making, managers typically focus on a few crucial choices rather than being overwhelmed by numerous options. They aim to identify key issues and make informed decisions based on a thorough understanding. This approach involves recognising the enduring aspects of a situation and considering what is strategic and consistent. Rather than merely solving problems. Managers seek clarity on the core of a decision. Its underlying realities emphasise impact over technique and aim for soundness rather than cleverness (Ristyawan, Putro & Siallagan, 2023; Marle & Robin, 2024). Decision-making is widely regarded as a crucial aspect of management. Policies developed through decision-making processes set the values. Also, it has developed guidelines for operational decisions. Organising includes dividing decision-making authority among different officers. Groups within the organisation are also separated based on their decision-making roles. Effective communication is essential for sharing the information necessary to make informed decisions. Evaluating decisions involves assessing their quality and highlighting the vital role of decision-making in the organisation (Holubcik et al., 2024). The overall success of an organisation heavily depends on how well its decision-making processes work.

Managers play a crucial role in shaping their organisations through a wide range of decisions that involve multiple responsibilities. Rozanec et al. (2021) described the act as a facilitator that guides team interaction. Such as educators imparting knowledge and skills; counsellors addressing employee concerns; leaders directing teams toward their goals; and administrators managing the operational details. The decisions they face extend beyond simply defining the company's strategic vision (Mat, Yahya, & Jusoh, 2025). They also include important tasks such as developing employee engagement. Among the engagement strategies are redefining departmental structures. The effort is required to improve collaboration, optimise work organisation to boost productivity. Finally, refine operational systems and procedures to ensure efficiency and effectiveness.

While it comes to implementing change, employees often experience a clear sense of anxiety, perceiving these transitions as threats. It has been called 'growth opportunities' rather than 'growth opportunities' (Salehzadeh & Ziaean, 2024; Mekimah, Zighed & Mili, 2024). However, it is crucial to understand the ongoing

vitality and progress of an organisation. Relies heavily on its ability to make informed decisions and execute them effectively. These strategic choices can spark a transformation that not only improves performance but also strengthens competitive advantage. It also fosters a workforce that feels empowered and revitalised, eager to contribute to a shared vision of success. Garcia et al. (2023) found that every decision requires choosing from options and involves risks. It is also related to the possible results of those choices. Avoiding decision-making does not remove risk. It just hides it. Decision-makers must weigh the costs and benefits of each option during the problem-solving process. Others ultimately select an option that maximises benefits while minimising costs. In this context, information is a vital tool for making good decisions. Often, poor decisions result not from ignorance or negligence, but from poor information management.

3. Rational Decision Making

Some people have an innate ability to make decisions quickly and confidently. In contrast, others may find this process challenging and tend to hesitate before acting. This indecisiveness can stem from a desire for more input. A fear that a quick decision might seem inflexible. A need for more time to comprehend the complexities involved (Rožanec et al., 2021; Minotra & Feigh, 2024). However, making timely, decisive choices is generally seen as an essential trait of effective leadership. On the other hand, indecisive managers often stick rigidly to rules and procedures. By demonstrating a more administrative style rather than authentic leadership. Such leaders direct their teams only superficially, like a carved figurehead on a ship, lacking real influence over the team (Sawik & Sawik, 2023).

Many individuals are motivated to make decisions they believe will produce the best results. This drive can stem from various reasons, such as competitiveness, ambition, and a desire for better status, power, and security within their organisations (Stelmaszczyk, Pierscieniak & Abrudan, 2023; Minotra & Feigh, 2024). In comparison, success in decision-making cannot ever be guaranteed. There is a strong opportunity to improve one's ability to avoid mistakes in this vital area. Even a slight increase in the number of correct decisions can significantly boost an organisation's overall productivity and success (Mundlos, 2025). However, many managers might be hesitant to fully adopt an authoritarian management style. They are still strategically using parts of this approach to improve their decision-making skills.

Most managerial decisions involve dealing with uncertainty. Felipe, Harsh, and Hyunjin (2024) have noted that effective managers must not only recognise this uncertainty. Nevertheless, also address it. It has also developed strategies to manage it, attempt to eliminate it if possible, and adjust if elimination is not feasible. Even the most experienced executives, equipped with extensive data and insights, cannot entirely avoid the challenges posed by uncertainty as all decisions relate to the future, where past experiences can provide only tentative answers (Sunarjo et al., 2024; Musheke & Phiri, 2021). It is essential to distinguish between a good decision and a favourable outcome. External factors, such as random events or unforeseen circumstances, can often be beyond our control and may turn what appears to be a solid decision into an unfavourable outcome. Conversely, it has also turned a poor decision into an unexpectedly positive outcome. In contrast, hindsight offers managers valuable insights after the fact. The most effective proactive approach. The purpose of this way is to avoid negative results by ensuring that decisions are well-grounded and carefully considered.

4. The Decision-Making Process

Some people have an innate ability to make decisions quickly and confidently. In contrast, others may struggle with this process. Decision-making is a vital function that occurs at every level of an organisation and affects various operational areas. People constantly face choices that require selecting from multiple options (Susilowati, 2023). For example, top executives, such as CEOs and board members, participate in strategic decision-making related to the organisation's primary goals. These high-stakes decisions may involve setting the company's long-term objectives and selecting the best locations for manufacturing plants. The purposes are to enhance efficiency, identify new growth markets, and determine which products or services to launch (Al-Surmi, Bashiri & Kolioussis, 2021). At the middle management level, individuals hold a vital position that connects high-level strategic planning with daily operational tasks (Costa et al., 2024; Olhager & Feldman, 2021). These managers are key in turning broad organisational goals into practical, actionable plans. It can be effectively implemented. They typically take responsibility for creating detailed weekly or monthly production schedules. They are crucial for ensuring proper resource allocation and aligning operations with customer needs (Wang et al., 2023).

Middle managers often face all kinds of operational problems in their daily work. Such as sudden supply chain issues or staff shortages due to absenteeism or uneven workloads. How well they can think on their feet and handle these situations. It makes a big difference in keeping things running smoothly and avoiding productivity drops. Witara (2025) also notes that middle managers play an important role in decision-making. Decisions come with pay, staff benefits, and dealing with disciplinary matters. These are not just routine jobs, but they help shape a healthy work environment where employees feel supported and encouraged to do their

best. By addressing both the strategic and personal needs of their employees, middle managers help foster a productive and harmonious workplace culture (Ossa-Cardona, 2025). It is essential to acknowledge that decision-making is not solely the responsibility of managers; every individual within an organisation contributes to this process. They also influence their specific roles and the organisation's overall objectives. As a result, the entire workforce actively contributes to shaping the workplace environment. Eventually, organisations help promote collective success. Effective decision-making is a systematic process that involves eight key steps, starting with the accurate identification of a problem. Belhadi et al. (2021) noted that this first step occurs when there is a noticeable gap between the desired and current states. Often described by the objectives and goals that management seeks to achieve, and the existing circumstances or challenges that the organisation faces (Wu et al., 2021; Pacheco-Velazquez et al., 2023).

Recognising this gap is essential for informed decision-making, as it highlights the urgency of action and the necessary steps to close the divide. It requires a thorough assessment of both the ideal outcomes envisioned by leadership. The realities of the operational environment require ensuring that subsequent decisions are based on a clear understanding of the issues. This foundational step lays the groundwork for developing strategies. That is, it effectively addresses the identified problem and guides the organisation toward its goals. Simply recognising the gap is not enough to ensure managers will act. Three key conditions must be met for them to act (Xinwei, Tse & Fastoso, 2023). First, managers must be aware of the gap. Managers need to acknowledge the problem before they can begin addressing it. Second, just recognising the gap is not enough. Managers must also be motivated to close it. Ultimately, it is crucial that managers possess the necessary knowledge, skills, abilities, and resources to address the problem effectively.

In the complex decision-making process, the second step highlights the important task of identifying decision criteria. These criteria act as key guidelines that greatly influence our evaluations and choices. Generally, the more a potential solution aligns with or meets these established criteria, the more appealing and favourable that solution appears. Therefore, according to Chernyi and Uotila (2024), it is essential to carefully analyse and determine the specific decision criteria. Those are crucial for effectively solving the problem. This involves considering various factors, such as effectiveness, feasibility, cost, time constraints, and any other relevant elements that might affect the outcome (Xu & Allan, 2024; Papamicheal, Dimopoulos & Boustras, 2024). By thoroughly understanding and prioritising these criteria, the organisation will enhance its ability to make informed decisions. The strategic decisions that effectively address the complexities of the situation.

Once the decision criteria are set, the next step is to assign weights to each criterion. This stage can become complicated because many mathematical models are available for weighting these criteria. Each requires the decision-maker to provide an initial ranking. Sometimes, absolute comparisons are used, in which each criterion is evaluated against a standard or assessed on its own merits (Yamaji et al., 2024). For example, in reviewing new cars, Consumer's Digest uses a detailed 12-point checklist. Also, they are dividing the criteria equally between performance. Then they cover factors such as starting, acceleration, fuel economy, handling, steering, shifting, transmission, ride quality, and braking. Finally, they design covering overall appearance, interior ergonomics, seating, accessories and amenities, cargo space, and fit and finish (Yen Yen et al., 2024; Yamaji et al., 2024). Alternatively, relative comparisons involve directly comparing each criterion with the others. Leading to a dynamic assessment of their relative importance (Chen, Anggrahini, & Chen, 2024).

With the criteria set and assigned weights, proceed to develop alternatives. The goal during this stage is to encourage creativity. Also, produce a wide range of possible solutions. At this point, the focus is not on judging these options. Instead, it is about brainstorming and collecting them. Once the alternatives are created, the decision-maker must thoroughly analyse each one. Comparing it against the criteria established earlier (Charlotte & Stephanie, 2025; Xu & Allan, 2024). This evaluation process reveals the strengths and weaknesses of each alternative. However, in some cases, a decision-maker might skip this analysis. If one option clearly stands out with a perfect 10 across all criteria. Further comparisons may not be necessary. The sixth step involves choosing the most favourable alternative from the options analysed. After carefully weighing all relevant criteria and examining viable options, select the one that scored the highest in the previous evaluation. This key moment marks the decision of the best possible path forward.

The next step focuses on the critical implementation phase. This involves effectively communicating the chosen decision to all stakeholders and gaining their commitment to the course of action (Mat, Yahya & Jusoh, 2025). Those who are responsible for implementing the decision are involved in the process. They are more likely to support and embrace the outcome rather than merely following orders. Ultimately, the decision-making process culminates in a thorough evaluation to determine whether the problem has been effectively solved. The manager carefully reviews the process, recognising successes and learning from shortcomings (Xinwei, Tse, & Fastoso, 2023). This reflection helps clarify the effectiveness of the chosen solution. Then, prompts the manager to revisit earlier steps in the decision-making cycle. The insights gained may lead to a comprehensive re-evaluation. This could lead to innovative strategies or approaches that better align with the desired outcomes.

5. The Manager as Decision Maker

In any organisation, the decision-making process is crucial for effective management as it influences not only immediate results but also the company's long-term direction (Al-Surmi, Bashiri, and Kolioussis, 2021). Managers handle numerous critical tasks. It also includes leading teams, overseeing processes, allocating resources, and developing strategic plans, as noted by Camili et al. (2025). Each of these roles depends heavily on the manager's ability to make informed and effective decisions. The importance of a manager's choices cannot be overstated. The decisions they make can significantly influence the organisation's path, employee morale, and overall success. To address decision-making challenges, managers often rely on three approaches: rationality, bounded rationality, and intuition. The rational approach emphasises logic and systematicity. Managers gather as much information as possible, consider all options, and carefully weigh the pros and cons before making a decision. On the other hand, bounded rationality accounts for real-life limitations. Managers often lack sufficient time or complete information. Nevertheless, the mental space to go through every detail. Because of that, they often make decisions that are "good enough" rather than perfect, to keep things moving.

Then there is intuition, which involves relying on gut feeling and personal experience. In fast-moving or high-pressure situations, managers often rely on their past experiences to guide their decisions. As Matli (2024) points out, combining all three approaches by logic, realism, and instinct. It can help managers make better decisions. By mixing careful thinking with practical limits and intuition, managers can respond more effectively and lead their teams toward long-term success. Rational decision-making also means staying aligned with core values and seeking the best outcomes. It is also possible within the situation. At its heart, rationality helps managers stay objective and focused. Wu et al. (2021) suggest that this kind of thinking is especially useful in complex situations where multiple options exist. It will help managers weigh the choices and make more informed decisions. As a result, better aligned choices align with long-term goals and ensure actions support personal and professional growth. This disciplined method promotes clarity and purpose. By giving the tools needed to achieve our goals and move closer to realising our dreams.

5.1 Rationality

The principles of rationality can significantly influence all types of decision-making, whether personal or managerial (Witara, 2025). However, the focus on managerial decision-making specifically reveals a key assumption. Rational decision-making in a managerial setting is primarily centred on serving the organisation's best interests. This means that decision-makers must prioritise the organisation's goals and aim to maximise its benefits. Setting these above any personal interests. By adopting this viewpoint, managers can ensure that decisions are not only strategic but also aligned with the organisation's overall vision. According to Wang et al. (2023), managers need to face straightforward problems with clear goals. Managers must consider whether a limited option exists and whether there is little time pressure. The path forward often seems obvious, and solutions can be relatively easy to evaluate. However, it is essential to acknowledge that most real-world decisions are far more complex. It does not conform neatly to these ideal conditions. Many managers face challenges arising from ambiguity. By conflicting priorities and diverse organisational cultures that may not always foster innovation and risk-taking. As a result, navigating these decisions can be difficult. By making it essential to approach them with careful consideration of all relevant factors.

5.2 Bounded Rationality

The rational decision-making model is considered the ideal for achieving excellent results in decision processes (Mekimah, Zighed & Mili, 2024). This model suggests that decision-makers aiming to maximise outcomes should operate without time or budget constraints. With unlimited resources, they can carefully examine and assess each possible solution against a thorough. It is a Strict set of criteria that ensures the best decisions are made. In contrast to this idealised model, the reality managers face in decision-making is often described as "bounded or limited rationality." While they attempt to apply analytical and logical methods, they encounter numerous real-world challenges that complicate this endeavour. These include dealing with incomplete or unclear information. That can create uncertainty in their choices and in recognising their own mental limits, which may prevent them from comprehensively analysing all options. Managers often find themselves in situations where they must make decisions that. However, they seem like the most logical options based on their knowledge and experience. It does not always produce the ideal outcomes proposed by the rational decision-making model. This model promotes a systematic approach to decision-making that depends on thorough analysis and objective criteria. However, this approach often clashes with the practical realities managers face. Managers often face fundamental limitations when making decisions. Such as not having complete information, dealing with cognitive biases, or being time-constrained.

These challenges can make it hard to reach the "perfect" decision, even when managers use logic and experience to guide them (Minotra & Feigh, 2024). As shown in Table 1, several key factors can hinder entirely

rational decision-making. These are based on earlier studies by Hussein (2024), Al-Surmi, Bashiri, and Koliouis (2021), Camili et al. (2025), Jamwal et al. (2020), Salehzadeh & Ziaei (2024), and Costa et al. (2024). In today's fast-changing and unpredictable business world, many managers are beginning to move away from chasing perfect outcomes. Instead, they're adopting a more practical mindset known as "satisficing," where the focus is on making decisions that are good enough to meet current needs. This shift helps them become more resilient and better prepared to handle uncertainty (Belhadi et al., 2021). By thinking this way, managers can make more intelligent choices. They will manage resources more effectively and keep things moving forward. While also building a workplace that supports both strong performance and employee well-being.

Table 1 A scenario related to decision making in an organisation

Managers' Challenges During Decision-Making Issues	
Consideration	The overwhelming influx of information can sometimes hinder decision-makers' ability to focus on what truly matters.
Source	Managers often face constraints related to time, finances, and available resources when addressing challenges.
Preservation	Managers often face limitations, and adaptability in decision-making is crucial.
Gaps	Time and cognitive capacity limitations can lead to different outcomes.

5.3 Intuition

Intuitive decision-making is a process in which individuals make choices based on their past experiences, knowledge, and insights. It often manifests as a gut feeling, particularly when clear evidence is lacking. However, intuition does not operate in isolation. It is typically paired with logical thinking, which involves careful analysis and objective judgment. This combination helps people balance emotional responses with rational decision-making. As a result, decision-making becomes more thoughtful and comprehensive. When individuals utilise both intuition and logic, they are better equipped to tackle complex problems and make sound choices. For instance, an experienced manager facing sudden market changes can respond swiftly without spending excessive time on data analysis. Their intuition, developed over many years, enables them to identify subtle yet significant signals in the business environment. According to Bhuller, Deonandan, and Krewski (2024), such managers maintain clarity in their thinking. They do not become overwhelmed by excessive details or options. Instead, they draw upon their deep understanding and honed instincts to make effective decisions in uncertain situations. This impressive mix of knowledge and instinct not only helps them navigate challenges quickly and flexibly. Nevertheless, also enables them to make important decisions swiftly (Bi et al., 2023). Their confidence in trusting their intuition is a key feature of their decision-making process. Highlighting the vital role that gut feelings play in guiding them to successful outcomes.

6. Conclusion

The act of making decisions within an organisation has become a key focus for modern administrative thinkers and practitioners. In today's rapidly changing environment, decision-making faces significant challenges. Successful managers must develop strong decision-making skills to effectively plan, organise, lead, and control their teams. Additionally, a capable manager should establish solid criteria for evaluating potential candidates and supporting their growth. Bi et al. (2023) emphasise that to succeed truly, a manager must possess strong conceptual, communication, and interpersonal skills, as well as effectiveness. The best management practices aim for maximum performance while inspiring and guiding employees (Mundlos, 2025). In decision-making, managers should select the best available option and assess its effectiveness in solving the relevant problem. Four main factors influence the decision-making process. There is the approach used, the conditions surrounding the decision, the nature of the issue, and the decision-maker's personal style. Furthermore, various errors and biases can impact this process (Camili et al., 2025). Whether addressing an employee's repeated tardiness, resolving a product quality issue, or determining whether to enter a new market. It's essential to recognise that these factors significantly impact the decision-making process.

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Conflict of Interest

The authors declare that they have no conflict of interest regarding the publication of this paper.

Author Contribution

The authors confirm contribution to the paper as follows: **study conception and design:** Nor Shela Saleh, Khairunesa Isa; **data collection for journal searching:** Thuaibah Abu Bakar, Azlah Md. Ali; **analysis and interpretation of the previous study:** Nor Shela Saleh, Mohd Shafie Rosli, **draft manuscript preparation:** Nor Shela Saleh. All authors reviewed the results and approved the final version of the manuscript.

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