

The Determinants Analysis of Impacts on Decision Making Activity: The Case of Public Servants' Employee

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Abstract

Our study aims to evaluate the influence of five key factors—Communication and Attitude, Professional Knowledge, Responsibility, Skills, and Work Experience—on Managerial Decision-Making to understand how these factors contribute to effective decision-making processes.

The findings indicate that Communication and Attitude have the most consistent and stable impact, making them reliable predictors of decision-making outcomes, while Skills show the highest level of variability, meaning their influence can fluctuate across different situations or contexts.

Professional Knowledge and Skills emerged as the most significant contributors, with statistically significant positive impacts on Managerial Decision-Making, suggesting that organizations should prioritize the development of these areas to improve decision-making effectiveness.

Keywords: Communication and Attitude, Professional Knowledge, Responsibility, Skills, Work Experience, Managerial Decision-Making

1. The Theoretical Foundational Concerns

Decision-making refers to the cognitive process of selecting a course of action from multiple alternatives to achieve a desired outcome or solve a problem. It involves evaluating information, weighing the pros and cons of different options, and considering potential consequences.

In business and management, decision-making is a critical function, as it directly impacts organizational strategy, operations, and overall success. It can range from simple, routine decisions to complex, high-stakes choices that require in-depth analysis and judgment.

Sunstein, C. R., Sibony, O., and Kahneman, D. (2021) [1]. Decision-making is the process of choosing a course of action, gathering information, and considering potential solutions. In 2016, O'Connell, A. and Buchanan, L. Making a decision involves weighing the benefits, drawbacks, and potential outcomes when

choosing between two or more options [1].

According to Brockner, J., and Wiggins, R. (2011), Asian and European cultures have different ways of making decisions when faced with uncertainty [2]. Asian decision-makers tend to prioritize long-term results, while Europeans tend to concentrate on short-term risks (O'Connell, 2016) [3]. Europeans, according to Nisbett, R. E., and Masuda, T. tend to favor logical, analytical approaches, whereas Asians may lean more toward holistic and intuitive approaches (Brockner, 2011) [2,4].

Decision-Making Process: This is a systematic approach to making choices. It typically involves identifying a problem, gathering information, evaluating alternatives, deciding, and reviewing the outcome. A structured process helps ensure that decisions are well-informed and rational.

Decision-Making Biases: These are cognitive biases that can affect the decision-making process, such as confirmation bias (favoring information that confirms preexisting beliefs) or anchoring (relying too heavily on the first piece of information encountered). Awareness of these biases helps in making more objective decisions.

2. Communication and Attitude and Decision Making

Effective Communication: This involves the clear and concise exchange of information. It includes active listening, appropriate body language, and ensuring that the message is understood as intended. Effective communication helps prevent misunderstandings and builds strong relationships.

Barriers to Communication: These are obstacles that hinder the exchange of information. Barriers can be physical (noise, distance), psychological (prejudices, stress), or language-based (jargon, language differences). Identifying and overcoming these barriers is crucial for successful communication.

Craig, R. T., Müller, H. L. (2017), Communication is the process through which individuals create, share, and interpret meanings, relying on symbolic interactions within a given context (Craig, 2017). Heath, R. L., Bryant, J. (2019), Communication is the exchange of information between individuals through a common system of symbols, signs, or behavior [5].

Attitude refers to a person's mental state, feelings, or predispositions toward a particular object, person, situation, or idea. It reflects how someone thinks or feels about something, which often influences their behavior and reactions. Attitudes can be positive, negative, or neutral and are shaped by experiences, beliefs, and emotions. In a work or organizational context, attitude plays a key role in how individuals approach tasks, interact with others, and contribute to the overall environment.

Positive attitudes can foster cooperation and productivity, while negative attitudes may lead to conflict or inefficiency. Ajzen, I., Fishbein, M. (2010), Attitude is a psychological tendency that is expressed by evaluating a particular entity with some degree of favor or disfavor [6].

3. Professional Knowledge and Decision Making

Davis (2016), explored the influence of online knowledge sharing platforms on student satisfaction [7]. The study analyzed various virtual platforms and concluded that students who actively participated in these platforms, sharing knowledge and resources, reported higher satisfaction levels compared to those who did not engage online [7].

John Smith (2017), examined the relationship between knowledge sharing practices among students and their overall satisfaction in higher education settings [8]. Then John Smith found a positive correlation between active knowledge sharing among students and higher levels of satisfaction [8].

Eraut, M. (2011), Professional knowledge encompasses the knowledge that is specific to a profession, including both theoretical understanding and practical skills that are applied in professional contexts [9].

Professional knowledge refers to the specialized understanding, expertise, and skills that individuals acquire through education, training, and experience in a specific field or profession. It encompasses both theoretical knowledge (principles, concepts, and frameworks) and practical know-how (skills, techniques, and procedures) needed to perform tasks effectively and solve problems within a particular industry or discipline. In a managerial context, professional knowledge helps leaders make informed decisions, adapt to industry trends, and apply best practices to enhance organizational performance and productivity.

Schön, D. A. (2017), Professional knowledge is the expertise and skills acquired through education and experience that enable individuals to perform their professional tasks effectively and adaptively [10].

4. Responsibility and Decision Making

Responsibility refers to the duty or obligation to perform a task or role, make decisions, and be accountable for the outcomes of those actions. It involves taking ownership of tasks, fulfilling commitments, and ensuring that objectives are achieved. In a professional context, responsibility often includes managing resources, guiding teams, meeting deadlines, and adhering to ethical and organizational standards. Being responsible also means accepting the consequences of one's actions, whether successful or not, and taking steps to correct or improve outcomes if necessary. John Martin, (2012), Responsibility is viewed as an ethical obligation that requires individuals or organizations to act in a manner that is morally right and accountable to others [11]. Linda Gomez, (2020), Responsibility encompasses accountability and liability, meaning that individuals or entities are held answerable for their actions and are required to bear the consequences of their decisions [12].

5. Skills and Decision Making

Skills refer to the abilities and expertise that an individual develops through practice, training, and experience, enabling them to perform tasks effectively and efficiently. Skills can be categorized into two types:

- **Hard skills:** Specific, technical abilities related to a particular job or industry, such as coding, data analysis, or financial modeling.
- **Soft skills:** Interpersonal and behavioral abilities, such as communication, leadership, problem-solving, and teamwork.

In a professional setting, skills are essential for executing tasks, solving problems, and contributing to overall success. Developing relevant skills enhances performance and adaptability in various roles. Boyatzis, R. E. (2018) Skills are the abilities and competencies acquired through learning and practice that enable an individual to perform tasks effectively and efficiently [13].

6. Work Experience and Decision Making

Work experience refers to the practical knowledge and skills gained through direct involvement in a job or professional role over time. It encompasses the tasks, responsibilities, and challenges an individual has encountered in their career, contributing to their overall expertise and competency in a particular field or industry.

Work experience helps people apply theoretical knowledge in real-world situations, improve their problem-solving abilities, and adapt to different work environments. It is often a key factor in hiring decisions, as it indicates a candidate's ability to handle specific job requirements based on their past roles.

Gherardi, S. (2019), Work experience refers to the knowledge, skills, and insights gained through participation in professional activities and roles within an organizational setting [14]. Arthur,

M. B., Inkson, K., Pringle, J. K. (2020) Work experience is the cumulative set of encounters and roles that an individual has within various professional environments, contributing to their career development and expertise [15]. We were predicting five hypotheses in our study as below:

Hypothesis 1: Managerial decision-making will be positively impacted by responsibility.

Hypothesis 2: Managerial decision-making activity will be positively impacted by work experience.

Hypothesis 3: Managerial decision-making will be positively impacted by communication and attitude.

Hypothesis 4: Managerial decision-making activity will be positively impacted by skills.

Hypothesis 5: The activity of managerial decision-making will be positively impacted by professional knowledge.

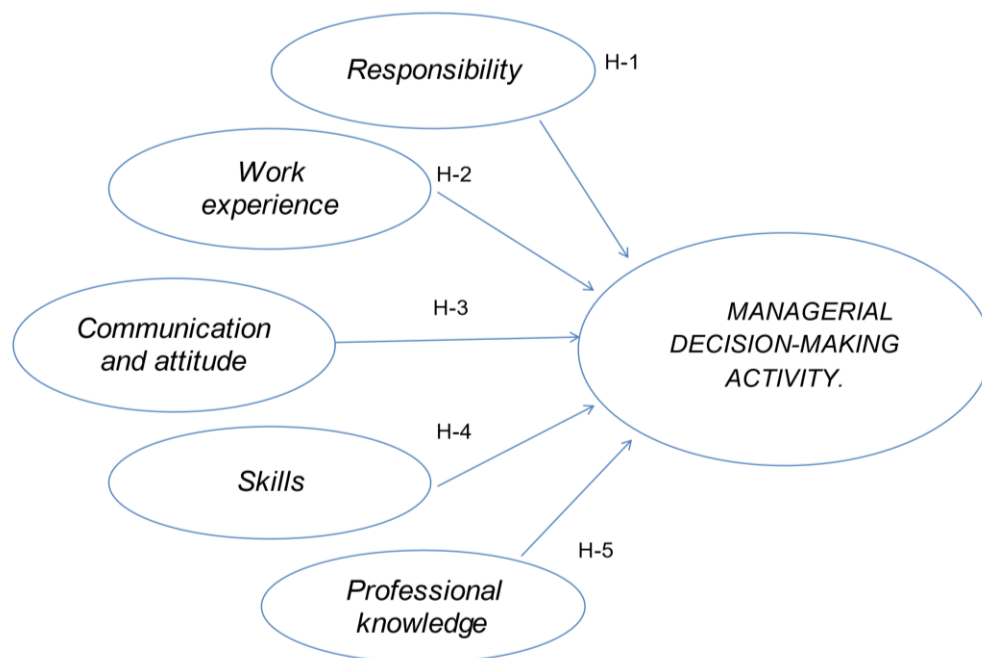


Figure 1: The conceptual framework on managerial decision-making

7. The Results of Study

We analyzed that Cronbach's Alpha as measures the internal consistency of the factors. Higher values indicate better internal consistency [16]. Average Variance Extracted (AVE) indicates the amount of variance captured by the factor relative to the amount of variance due to measurement error [17].

Values above 0.5 are generally considered acceptable. Composite Reliability (CR) as measures the reliability of the construct. Values above 0.7 are generally considered acceptable (Tsogtsuren et al., 2021).

Cronbach (1946) identified that in Cronbach's Alpha reliability

analysis, the closer Cronbach's Alpha to 1.0, the higher the internal consistency reliability. Cronbach's measures:

1. Reliability less than 0.6 considered poor.
2. Reliability in the range 0.7 is considered to be acceptable.
3. Reliability more than 0.8 are considered to be good (D.Baigalmaa., 2021) [18]

Multiple Regression Analysis was conducted to examine the three dimensions in independent variables were the most important to explain the relationship. SPSS and SmartPLS were used to test the relationships between variables (Lkhagvasuren Bayarsaikhan, 2018) [19].

We compared each result of Cronbach alpha, Average Variance Extracted and Composite Reliability by graph as below:

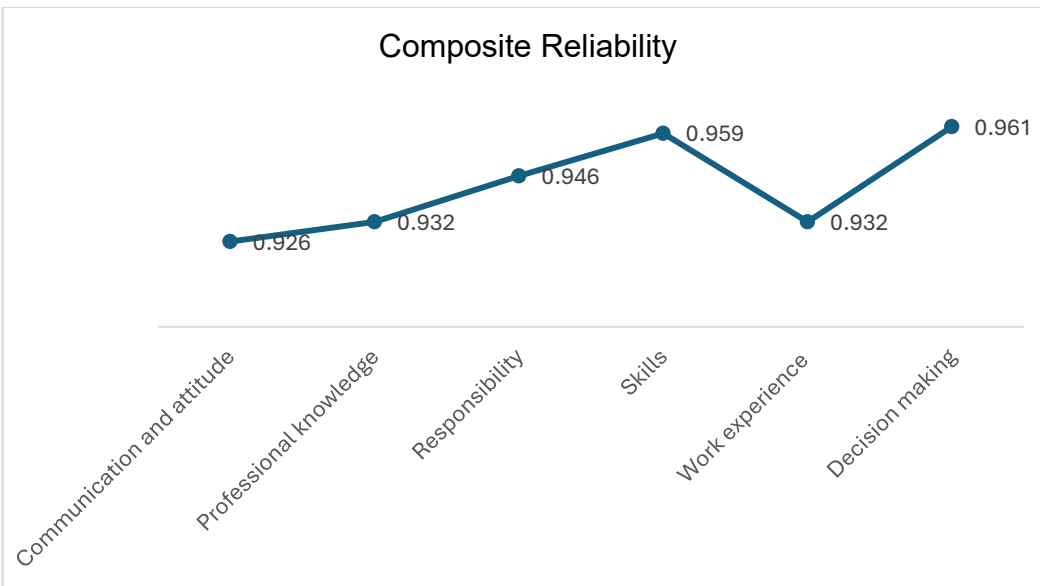
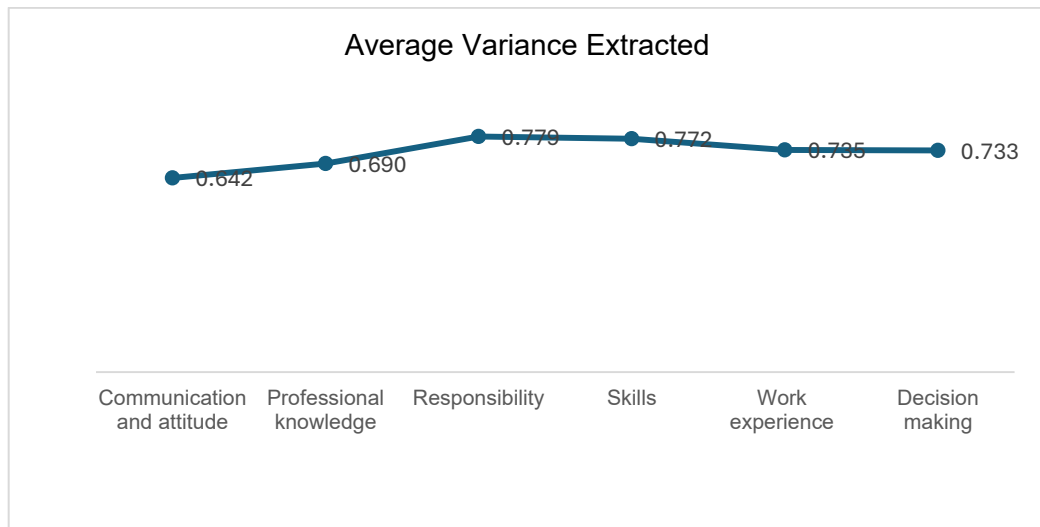
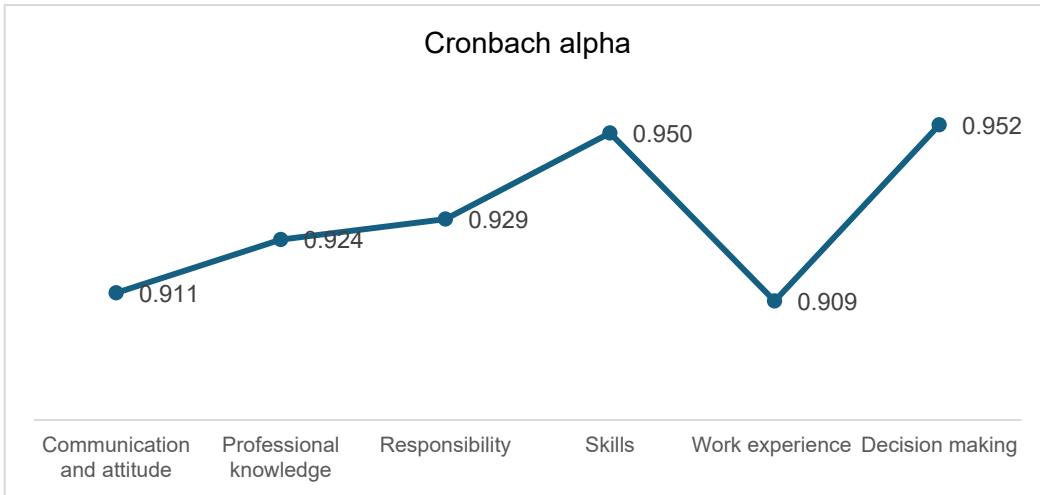


Table 1. The result of our study as construct reliability

No	Impacts and factors	Cronbach alpha	Average Variance Extracted	Composite Reliability
1	Communication and attitude	0.911	0.642	0.926
2	Professional knowledge	0.924	0.690	0.932
3	Responsibility	0.929	0.779	0.946
4	Skills	0.950	0.772	0.959
5	Work experience	0.909	0.735	0.932
6	Managerial decision-making	0.952	0.733	0.961

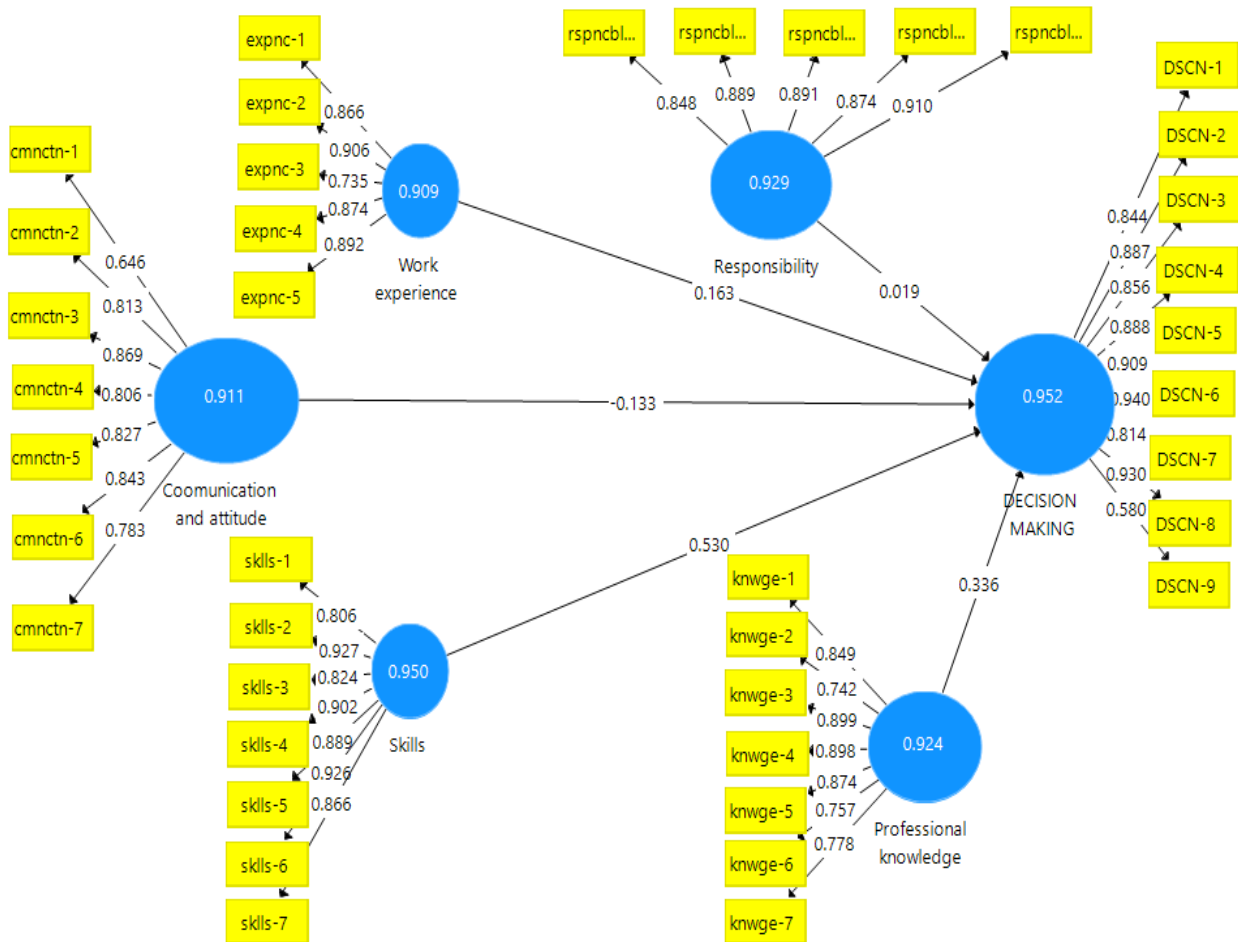


Figure 2. The result of Cronbach alpha on managerial decision-making

The result of Cronbach alpha, Communication and Attitude (0.911): This shows high internal consistency, suggesting that the items measuring communication and attitude are reliably assessing the same underlying construct. Professional Knowledge (0.924): This is also high, indicating that the items related to professional knowledge are consistent and measure the same concept well. Responsibility (0.929): This suggests excellent reliability for items assessing responsibility. Skills (0.950): This has the highest

value, indicating very high internal consistency for the skills measurement. Work Experience (0.909): This is similarly reliable, showing good consistency in measuring work experience. Decision Making (0.952): This also shows very high reliability, meaning the items related to decision making are consistently measuring the same thing.

The result of Average Variance Extracted, Communication and

Attitude (0.642): This value indicates that the construct explains 64.2% of the variance in the observed variables, which is generally considered acceptable but could be improved.

Professional Knowledge (0.690): This suggests that 69% of the variance in the observed variables is captured by this construct, showing good convergent validity.

Responsibility (0.779): This value is high, indicating that this construct explains 77.9% of the variance, reflecting strong convergent validity.

Skills (0.772): Similarly, this indicates that 77.2% of the variance is captured by the skills construct, which is also strong.

Work Experience (0.735): This value shows that 73.5% of the variance is explained by the work experience construct, which is quite good.

Decision Making (0.733): This value indicates that 73.3% of the variance is explained, showing good convergent validity.

The result of Composite Reliability, Communication and Attitude (0.926): This value indicates high reliability, suggesting that the items measuring communication and attitude are consistently capturing this construct. Professional Knowledge (0.932): This

is also high, showing strong reliability for the items assessing professional knowledge.

Responsibility (0.946): This indicates very high reliability, suggesting that the items related to responsibility are consistently measuring the construct.

Skills (0.959): This is the highest value, indicating excellent reliability for the skills measurement.

Work Experience (0.932): This value indicates strong reliability, similar to the professional knowledge and communication and attitude constructs.

Decision Making (0.961): This is very high, suggesting that the items related to decision making have excellent reliability.

Overall, all the factors our study have high Cronbach's alpha values, indicating strong internal consistency and reliability in the scales used for these constructs. The AVE values for our constructs are quite strong, with most being above the commonly accepted threshold of 0.50, indicating good convergent validity for the scales used in our study. All the constructs have high Composite Reliability values, indicating that the scales used for measuring these constructs are very reliable (Table 1, Figure 2).

Table 2. The result of discriminant validity

<i>factors</i>	<i>(A)</i>	<i>(B)</i>	<i>(C)</i>	<i>(D)</i>	<i>(E)</i>	<i>(F)</i>
Professional knowledge (A)	0.831					
Work experience (B)	0.576	0.857				
Communication and attitude (C)	0.703	0.436	0.878			
Skills (D)	0.593	0.390	0.507	0.801		
Responsibility (E)	0.660	0.526	0.604	0.348	0.883	
Decision making (F)	0.736	0.546	0.781	0.405	0.601	0.856

Discriminant validity assesses whether constructs that are supposed to be unrelated are indeed distinct from one another. It is often evaluated using correlation matrices, where lower correlations between different factors indicate better discriminant validity. These values (e.g., 0.831 for Professional Knowledge) are the square roots of the average variance extracted (AVE) for each construct. Ideally, these values should be high (close to 1) indicating that each factor explains a substantial amount of variance in its our items as below:

- Professional Knowledge (0.831): The correlations with other factors (0.576, 0.703, 0.593, 0.66, 0.736) are all lower than the diagonal value (0.831), which suggests good discriminant validity for this factor.

- Work Experience (0.857): The correlations with other factors (0.703, 0.436, 0.39, 0.526, 0.546) are generally lower than the diagonal value (0.857), indicating good discriminant validity.

- Communication and Attitude (0.878): The correlations with other

factors (0.507, 0.39, 0.604, 0.781) are lower than the diagonal value (0.878), suggesting good discriminant validity.

- Skills (0.801): The correlations with other factors (0.348, 0.507, 0.405) are lower than the diagonal value (0.801), indicating good discriminant validity.

- Responsibility (0.883): The correlations with other factors (0.526, 0.604, 0.601) are lower than the diagonal value (0.883), showing good discriminant validity.

- Decision Making (0.856): The correlations with other factors (0.546, 0.781, 0.405, 0.601) are lower than the diagonal value (0.856), which indicates good discriminant validity.

Based on the correlation matrix, all factors appear to have good discriminant validity. Each factor's diagonal value is higher than its correlations with other factors, suggesting that the constructs are distinct from one another and measuring different dimensions of the underlying concept in our study.

Table 3. The Path coefficients

Hypothesis	Impacts and factors	Standard deviation	T statistics	P values	Results
H1	Communication and attitude and Managerial decision-making	0.101	1.314	0.189	negatively
H2	Professional knowledge and Managerial decision-making	0.137	2.449	0.015	positively
H3	Responsibility and Managerial decision-making	0.127	0.152	0.879	negatively
H4	Skills and Managerial decision-making	0.157	3.476	0.001	positively
H5	Work experience and Managerial decision-making	0.130	1.250	0.212	negatively

Description: The results of our study

The result of path analysis of **standard deviation** to all factors such as:

Communication and Attitude (0.101), is the lowest standard deviation among the factors, suggesting that the impact of Communication and Attitude on Managerial Decision-Making is relatively stable and consistent across observations.

Professional Knowledge (0.137) is slightly more variable compared to Communication and Attitude, but it's still relatively low. Professional Knowledge's impact on Managerial Decision-Making is somewhat consistent but has more variation than Communication and Attitude.

Responsibility (0.127) has a standard deviation that is intermediate between Communication and Attitude and Skills. This indicates moderate variability in how Responsibility affects Managerial Decision-Making.

Skills (0.157), has the highest standard deviation among the factors, suggesting that the effect of Skills on Managerial Decision-Making varies more widely. This could mean that Skills have a less predictable impact on Managerial Decision-Making compared to the other factors.

Work Experience (0.130), standard deviation here is similar to Responsibility, indicating moderate variability in the impact of Work Experience on Managerial Decision-Making.

The T-statistics we've provided help assess the significance of the relationships between each factor and Managerial Decision-Making.

Communication and Attitude (T-statistic: 1.314), a T-statistic of 1.314 is relatively low. Typically, T-statistics greater than 1.96 (for a 95% confidence level) are considered statistically significant. This suggests that the impact of Communication and Attitude on Managerial Decision-Making is not statistically significant at the 95% confidence level.

Professional Knowledge (T-statistic: 2.449), a T-statistic of 2.449 is above the threshold of 1.96, indicating that the relationship between Professional Knowledge and Managerial Decision-Making is statistically significant. This suggests that Professional Knowledge has a meaningful impact on Managerial Decision-Making.

Responsibility (T-statistic: 0.152), a T-statistic of 0.152 is very low, well below the 1.96 threshold. This indicates that the impact of Responsibility on Managerial Decision-Making is not statistically significant.

Skills (T-statistic: 3.476), a T-statistic of 3.476 is quite high, suggesting that the relationship between Skills and Managerial Decision-Making is statistically significant. Skills have a strong and significant impact on Managerial Decision-Making.

Work Experience (T-statistic: 1.250), a T-statistic of 1.250 is below the 1.96 threshold, indicating that the impact of Work Experience on Managerial Decision-Making is not statistically significant at the 95% confidence level.

The P-values we've provided, along with the results indicating the direction of the impacts, help in understanding the statistical significance and nature of the relationships between each factor and Managerial Decision-Making.

Communication and Attitude (P-value: 0.189, Result: Negatively), P-value: 0.189 is above the commonly used significance level of 0.05, which means the relationship between Communication and Attitude and Managerial Decision-Making is not statistically significant. The impact is negative, but since it is not statistically significant, this negative impact should be interpreted with caution.

Professional Knowledge (P-value: 0.015, Result: Positively), P-value: 0.015 is below the significance level of 0.05, indicating a statistically significant relationship. The impact is positive, suggesting that higher Professional Knowledge is associated with

more effective Managerial Decision-Making.

Responsibility (P-value: 0.879, Result: Negatively), P-value: 0.879 is much higher than 0.05, meaning the relationship between Responsibility and Managerial Decision-Making is not statistically significant. The impact is negative, but it is not statistically significant, so this relationship is not strong enough to be considered meaningful.

Skills (P-value: 0.001, Result: Positively), P-value: 0.001 is well below the significance level of 0.05, indicating a highly statistically significant relationship. The impact is positive, suggesting that Skills have a strong and positive influence on Managerial Decision-Making.

Work Experience (P-value: 0.212, Result: Negatively), P-value: 0.212 is above 0.05, meaning the relationship between Work Experience and Managerial Decision-Making is not statistically significant. The impact is negative, but since it is not statistically significant, this negative impact should be treated cautiously.

8. Conclusion

Communication and Attitude have the most stable and consistent impact on Managerial Decision-Making. Skills exhibit the highest variability, meaning the influence of Skills on Managerial Decision-Making can differ significantly across different contexts or observations. Professional Knowledge, Responsibility, and Work Experience all have moderate variability in their impacts. Understanding these standard deviations helps in assessing how reliably each factor contributes to Managerial Decision-Making, with lower values suggesting more predictable and stable impacts. Professional Knowledge and Skills have statistically significant impacts on Managerial Decision-Making, with Skills showing the strongest significance. Communication and Attitude, Responsibility, and Work Experience do not show statistically significant impacts on Managerial Decision-Making at the 95% confidence level. These results suggest that Professional Knowledge and Skills are more reliably influencing Managerial Decision-Making compared to the other factors.

Professional Knowledge and Skills have significant positive impacts on Managerial Decision-Making. Skills have the strongest significance and positive impact. Communication and Attitude, Responsibility, and Work Experience do not show statistically significant impacts on Managerial Decision-Making, regardless of their direction (negative in this case).

These results highlight that Professional Knowledge and Skills are the key factors with significant positive influences on Managerial Decision-M

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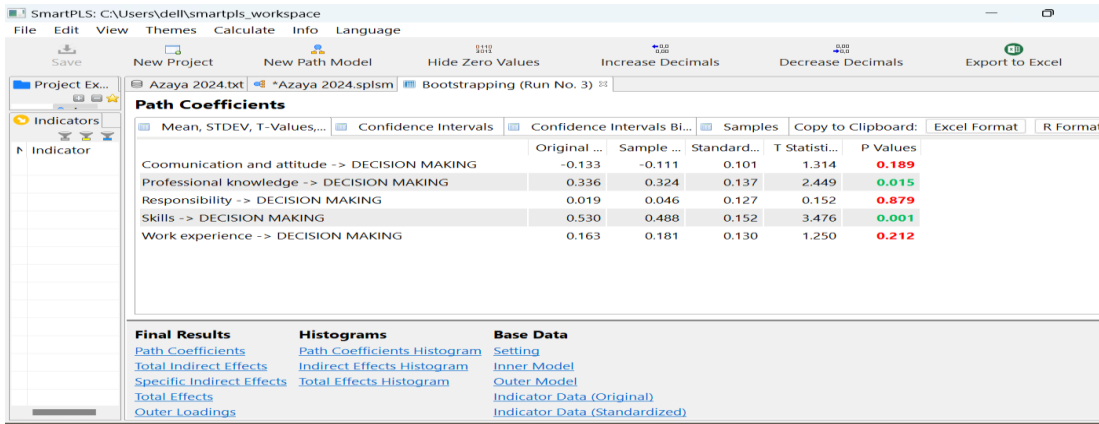
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Footnote

1. Craig, R. T., Müller, H. L. (2017), "Theorizing Communication: Readings Across Traditions" (2017).



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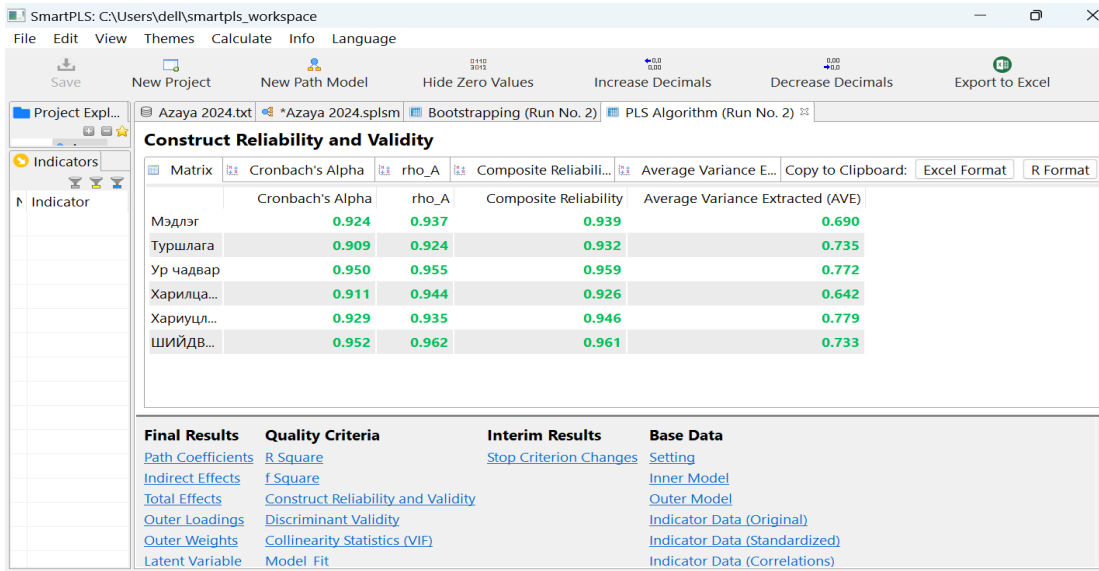
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Path Coefficients

Mean, STDEV, T-Values, Confidence Intervals, Confidence Intervals Bi..., Samples, Copy to Clipboard, Excel Format, R Format

	Original ...	Sample ...	Standard...	T Statisti...	P Values
Communication and attitude -> DECISION MAKING	-0.133	-0.111	0.101	1.314	0.189
Professional knowledge -> DECISION MAKING	0.336	0.324	0.137	2.449	0.015
Responsibility -> DECISION MAKING	0.019	0.046	0.127	0.152	0.879
Skills -> DECISION MAKING	0.530	0.488	0.152	3.476	0.001
Work experience -> DECISION MAKING	0.163	0.181	0.130	1.250	0.212

Final Results: Path Coefficients, Total Indirect Effects, Specific Indirect Effects, Total Effects, Outer Loadings
 Histograms: Path Coefficients Histogram, Indirect Effects Histogram, Total Effects Histogram
 Base Data: Setting, Inner Model, Outer Model, Indicator Data (Original), Indicator Data (Standardized)



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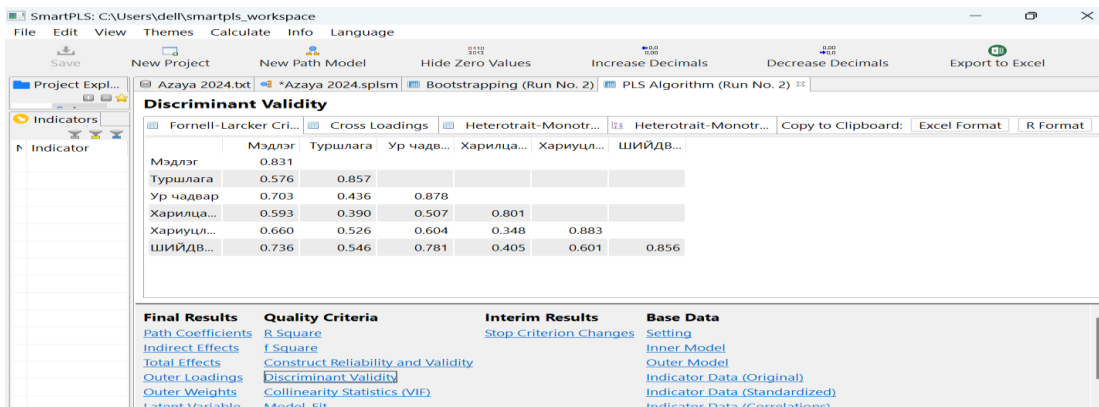
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Construct Reliability and Validity

Matrix, Cronbach's Alpha, rho_A, Composite Reliability, Average Variance E..., Copy to Clipboard, Excel Format, R Format

Matrix	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance E...
Мэдлэг	0.924	0.937	0.939	0.690
Туршлага	0.909	0.924	0.932	0.735
Ур чадвар	0.950	0.955	0.959	0.772
Харилца...	0.911	0.944	0.926	0.642
Хариуцл...	0.929	0.935	0.946	0.779
ШИЙДВ...	0.952	0.962	0.961	0.733

Final Results: Path Coefficients, Indirect Effects, Total Effects, Outer Loadings, Outer Weights, Latent Variable
 Quality Criteria: R Square, f Square, Construct Reliability and Validity, Discriminant Validity, Collinearity Statistics (VIF), Model Fit
 Interim Results: Stop Criterion Changes
 Base Data: Setting, Inner Model, Outer Model, Indicator Data (Original), Indicator Data (Standardized), Indicator Data (Correlations)



SmartPLS: C:\Users\dell\smartpls_workspace
File Edit View Themes Calculate Info Language

Save New Project New Path Model Hide Zero Values Increase Decimals Decrease Decimals Export to Excel

Project Expl... Azaya 2024.txt *Azaya 2024.splsm Bootstrapping (Run No. 2) PLS Algorithm (Run No. 2)

Discriminant Validity

Fornell-Larcker Cri..., Cross Loadings, Heterotrait-Monotr..., Heterotrait-Monotr..., Copy to Clipboard, Excel Format, R Format

	Мэдлэг	Туршлага	Ур чадв...	Харилца...	Хариуцл...	ШИЙДВ...
Мэдлэг	0.831					
Туршлага	0.576	0.857				
Ур чадвар	0.703	0.436	0.878			
Харилца...	0.593	0.390	0.507	0.801		
Хариуцл...	0.660	0.526	0.604	0.348	0.883	
ШИЙДВ...	0.736	0.546	0.781	0.405	0.601	0.856

Final Results: Path Coefficients, Indirect Effects, Total Effects, Outer Loadings, Outer Weights
 Quality Criteria: R Square, f Square, Construct Reliability and Validity, Discriminant Validity, Collinearity Statistics (VIF), Model Fit
 Interim Results: Stop Criterion Changes
 Base Data: Setting, Inner Model, Outer Model, Indicator Data (Original), Indicator Data (Standardized), Indicator Data (Correlations)

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