

A Difference Between Perceptions Of Decision-Making Bodies Working At Different Designations Of Public And Private Universities Regarding Sdmp Across The Punjab

Ms. Kirn Iftikhar¹, Dr. Sadaf Jaben², Dr. Farrukh Munir³, Ms. Iqra Akram⁴

(PhD Scholar¹, Assistant Professor², Assistant Professor³, PhD scholar⁴); ^{1,2,4} Department of STEM Education; ^{1,2,4} Lahore College for Women University, Lahore; ³ Institute of Education & Research; ³ University of the Punjab, Lahore

Abstract

The intent of this research was to compare how strategic decision-making process (SDMP) operated at public and private universities throughout the Punjab province of Pakistan. A quantitative study was conducted by using survey method. After processing the pilot test, a five-point Likert scale instrument was conveniently given to 100 members of SDMP decision-making bodies who worked at public and private universities from the Punjab. Data was analyzed using statistical software for social sciences (SPSS). The findings analyzed that there is a significant difference between perceptions of DMBs' of public and private universities regarding SDMP. The study also analyzed that there is a significant difference between perceptions of DMBs' working at various designations of public and private universities across Punjab concerning the SDMP. Therefore, this current research recommended training sessions on SDMP should be held at both public and private universities.

Key words: Perceptions, Strategic Planning (SP), decision making bodies (DMBs'), SDMP (strategic decision-making process), Sectors (Public and Private)

Introduction & Literature review

The SDMP is classified as part of the wide category of strategy (Sinha, 1990; Hinton, 2012; Butuner, 2016). Basic decisions and actions that are generated through strategic planning form and direct the identity, work, and motivations of an organization (Bryson 2011; p. 26).

Strategic planning is known to be influenced by SDMP (Elbanna & Child, 2007). Researchers in universities have not been particularly interested in SDMP despite its significance for (SP) strategic planning and the fact that the educational sector has found it useful (Hinton, 2012; Pritchard et al., 2016; Elbanna & Fadol, 2016).

The strategic decision making is a defined process for making strategic decisions that describe the steps that must be taken, the elements that must be researched, who should do it, and, the criteria or methodologies that should be applied when making specific judgments. Some researchers claimed that the SDMP is a component of strategic management, which is described as a series of choices and actions that result in the creation and application of predetermined strategies that aid a company in achieving its goals (cited in Pearce II & Robinson, 1985; Aldhean, 2017).

As a concept, SDMP supports to assist an organization and its managers in selecting the best strategic options to implement the plans relating to; resource allocation,

organizational structure, administration, and the institute's future (Hofer & Schendel, 1978; Nooraie, 2012; Christensen et al., 1982). There is exerting pressure to explore the SDMP in universities. Hence, they are facing growing demands to evaluate the SDMP in universities because it may assist universities in responding to the difficulties they are facing.

Recently, universities have come to understand the importance of (SP) strategic planning, (SM) strategic management, and (SDM) strategic decision-making, which were formerly thought to be industry-specific terms (Divjak, 2016). Here is one question that arose; why do universities feel the need to focus on SDMP? The main reason is that, it helps decision-makers to select the best alternative among decision-making by comparing and assessing them using the results of the (DMP) decision-making process (Nooraie, 2014).

In spite of everything else, SDMP is a substantial process that has huge effects on any organization. However, inadequate SDMP might lead to incorrect judgments and decisions. For example, Ladd (2016) claims that although most of the institutions find the process of budgeting to be more difficult each year, they nevertheless stick with the incremental budgeting idea rather than adopting more advanced techniques.

Ladd (2016) further has enlightened that the universities can get benefit if they have a better decision-making structure by using the budgeting process as a short-run objectification of the strategic idea of the institution. These instances demonstrate how the process of (SDMP) strategic decision-making in universities is changing, an issue that has grown into a problem on its own. With his having an understanding of the implementation of SDMP, there can be many possibilities that can lead to plans to come up with a better decision-making system.

As a concept, SDMP helps an organization and its managers to assist an organization and its

managers in selecting wisely among options that allow the implementation of strategies connected to the available resources, administration, organizational ways and structure, and the organization's future (Nooraie, 2012).

Consequently, strategic decisions are renowned as those that are long-run, complicated, unstructured, have inherent risks, and have an impact on the organization's future. An instance a (SDMP) strategic decision-making process in a university can be whether to change the course offerings of a long-term course of study that determines the institution's future in terms of student enrollment and resource utilization. Additionally, SDMP requisite to manage an unpredictable atmosphere, novel challenges, dynamic decision-making, new possibilities, business threats; and institutional weaknesses (Nooraie, 2012; Divjak, 2016).

Statement of the problem

SDMP for universities are important for both researchers and practitioners as they face many challenges during the planning of strategies (Divjak, 2016). Particularly in universities, there is a greater need for the formulation and implementation of an SDMP than just strategic decisions. Previous studies have shown that these difficulties may be forcing universities to develop ad hoc decision-making processes that can only be short-term solutions. Through this current study, the researcher revealed the comparisons between perceptions of decision-making bodies working at different designations and between public and private universities regarding strategic decision-making process across Punjab.

Objectives and questions of the research

The objectives of the current study were to:

1. Determine the comparison between perceptions of decision-making bodies regarding SDMP working at different designations

2. Find out the comparison, between perceptions of (DMBs') decision-making bodies of public and private universities regarding SDMP

The questions of the study lead to objectives of the research.

Significance of the research

The current study was administered at public and private universities across Punjab, Pakistan working under Higher Education Commission. This study will help to administrators to think, plan and make strategic decisions at universities and will help to implement innovative strategic decisions to improve the performance of universities.

Methodology

The quantitative methodology was used for this research, which was descriptive by nature and utilized the survey strategy for data collection. A five-point Likert scale questionnaire was used, to collect the data.

Population and sample of the study:

All the (DMB's) decision-making bodies working at both public and private universities of Punjab were the population of this study. Only 100 members of decision-making bodies (AC) Academic council, Board of Studies (BOS), Advanced Studies & Research Board (ASRB) were selected conveniently from public and private universities across the Punjab as sample of this study.

Table 1: Group Statistics

T-Test for mean difference between perceptions of both public and private universities regarding SDMP

	Type of university	N	Mean	Std. Deviation
Perceptions	Public	60	37.65	7.467

Instrumentation and Pilot study:

A self-developed, five-point Likert scale questionnaire was used to collect data comprising of 12 items on perceptions of strategic decision-making process. Cronbach alpha was used to check the reliability of questionnaire, the alpha value was .714, test was also validated by five experts who recommended only minor changes and permit to administer on sample; which shows that the test was reliable and valid respectively.

Data collection:

The instrument was administered on 100 members of (DMBs') decision-making bodies (Academic council, (BOS), (ASRB) working at different designations of public and private universities across the Punjab to collect data. For this purpose, the researcher followed the ethical considerations and collected data both personally and online.

Data analysis and interpretation:

The data was analyzed through SPSS 25.00 two compare the means of decision-making bodies of public private universities regarding strategic decision-making process through group statistics, and independent sample t-test. Moreover, this study was also analyzed the comparison between designations of decision-making bodies, working at public and private universities across the Punjab by using one way ANOVA.

Private	40	42.48	8.894
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In this table T-Test was applied to compare the means difference, between perceptions of decision-making bodies of both public and private universities regarding strategic decision-making process. The mean $M=37.65$ and standard deviation $SD= 7.467$ shows the perceptions of

decision-making bodies of public universities. The mean $M=42.48$ and standard deviation $SD=8.894$, shows the views of decision-making bodies of private universities as regard strategic decision-making process.

Table 2: Independent Sample t-Test

Independent Sample t-Test between perceptions of (DMBs') decision-making bodies at public and private universities regarding strategic decision-making process

		F	Sig.	T	Df	Sig. (2-Tailed)	Mean Difference
Perceptions of public and private universities	Equal variances Assumed	6.145	.015	-2.931	98	.004	-4.825

An Independent t-test was used to see the significant difference, between perceptions of decision-making bodies of both public and private universities regarding strategic decision-making process. The above table shows that there was significant difference, between perceptions of decision-making bodies of public and private universities regarding (SDMP) strategic decision-

making process as value was smaller than .05 ($.004 < .05$) which is significant. The value of mean difference was -4.825 which shows that there was minimum difference, between perceptions of decision-making bodies of public and private universities regarding strategic decision-making process.

Table 3: Descriptive Statistics

Designations	N	Mean	SD
Lecturer	10	42.80	5.007
Assistant Professor	43	36.49	8.416
Associate Professor	29	42.17	8.085
Professor	18	41.00	8.253

The descriptive statistics was used to check the mean and standard deviation of perceptions of DMBs’ of public and private universities regarding SDMP working at different designations which shows that only 10 lecturers were respond and the mean $M=42.80$, $SD=5.007$;

43 Assistant Professors were respond and the mean $M=36.49$, $SD=8.416$; 29 Associate professors were respond and the mean $M=42.17$, $SD=8.085$; 18 Professors were respond and the mean $M=41.00$, $SD= 8.253$.

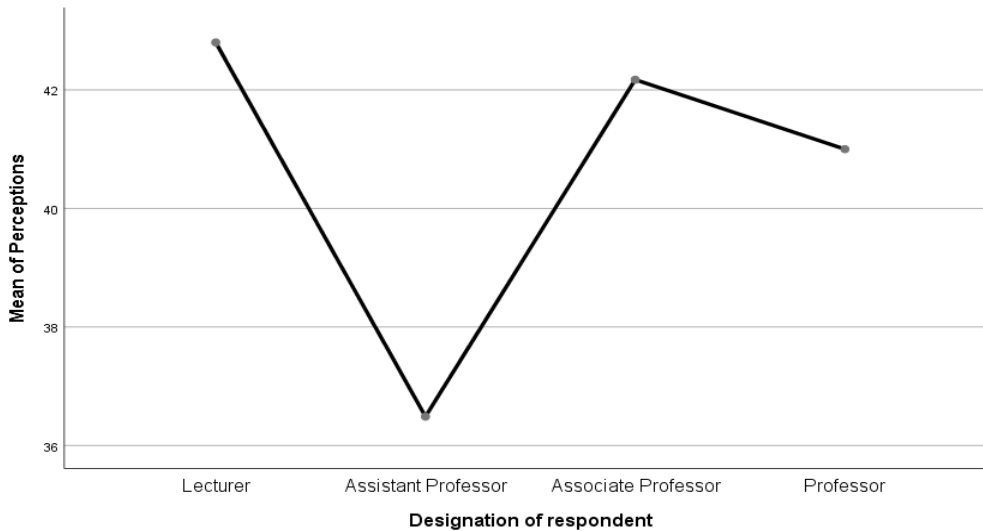
Table 4: ANOVA

Perceptions	Sum of squares	Df	Mean of squares	F	Sig.
Between groups	745.878	3	248.626	3.857	.012
Within groups	6188.482	96	64.463		

The above table shows that there was significant difference, between perceptions of decision-making bodies of both sector (public and private) universities regarding SDMP working at different designations as the p value is smaller than .05 ($.012 < .05$) which is significant.

Graph 1: Means Plot

The means plot was used to identify the difference between the means of respondents about perceptions of DMBs’ of public and private universities regarding SDMP working at different designations.



In the means plot the number 1 depicts as Lecturer and the mean is around 42-43, number 2 depicts as Assistant Professors and the mean is around 37-38, number 3 depicts as Associate

Professors and the mean is around 42 and number 4 depicts as Professors and the mean is around 41; which shows the mean difference between the respondents about perceptions of DMBs’ of

public and private universities regarding SDMP working at different designations.

Findings, Conclusion, Discussion, Recommendations

Findings:

The major results of this research defined that there was significant difference between perceptions of DMBs' working of public and private universities regarding SDMP as results private universities are more aware of SDMP, moreover the findings of one-way ANOVA shows that there was significant difference between perceptions of decision-making bodies working on different designations at universities across the Punjab as the DMBs' working at different designations under both sector universities across the Punjab have different perceptions regarding strategic decision making process.

Conclusion:

It was concluded that there is significant difference between perceptions of decision-making bodies of public and private universities regarding strategic decision-making process, it was also concluded that there was significant difference among perceptions of decision-making bodies working at different designations regarding strategic decision-making process as the p value is smaller than .05.

Discussion:

The study investigated that there is significant difference between the perceptions of DMBs' of public and private universities regarding strategic decision-making process working at different designations.

The findings of this research were also related to previous studies, which exposed varied viewpoints on strategy. That indicates that each person has a unique perspective on their environment and the strategic directions that have

been given to them. Hence, we believe managers and strategic decision-makers must comprehend this reality and take it into account when developing and implementing strategies in their organizations. As a result, we would like to recommend that organizations apply comparable approaches to comprehend the strategy perceptions and methods of their workforce and take appropriate action (Özleblebia & ÇETİN, 2015).

Recommendations:

The study recommended that there should be some extensive training sessions for both sector universities in Pakistan about Strategic decision-making process, that how to plan, make and implement best strategies.

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