

## **The influence of values on Management Decisions - A Study on Sri Lankan Managers**

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### **ABSTRACT**

**D**uring the past few decades Management Researchers have found that a positive relationship exists between personal values of a manager and his managerial behaviour. Decision making, determinations of ethics, acceptability of organizational pressure and achievements are some of the areas affected by personal value system of a manager according to the research work carried out by England, Jagiary Senger and Farris.

This study aims at examining the influence of personal value system over the decision making process in Sri Lankan context. The scope of the study covers the areas relating to identifying personal value system of Sri Lankan Managers, examining relationship between culture, personal values and decision making process and analysing the personal values of Sri Lankan Managers comparing them with USA managers. Data were collected from managers attached to large companies, by using personal value questionnaires developed by England and Rokheach and by interviewing them subsequently.

The value dominating the behaviour of Sri Lankan Managers is the social value. Eighty six percent (86%) of the sample have confirmed this fact. Eighty four percent (84%) of Managers are highly moralistic value oriented especially in terms of job security, job satisfaction, individuality, prestige and power. Sri Lankan managers as beings similar to the managers in USA are influenced by their personal value system, in the decision making process in areas such as co-operation, flexibility, group behaviour, holistic view, beliefs or good will and persuasion. It was found that these qualities were influential in efficient and effective operation of business organisations, and such qualities were conditioned by the indigenous culture.

Fifty seven percent (57%) of American Managers were pragmatically oriented as found by England and his associates, compared to Eighty four 84% of managers who moralistically oriented. It was also found that

pragmatically oriented approach of American Managers was a result of the value they placed in Economic aspects and therefore decisions taken by USA managers were result oriented. Their dominant value was economic value.

In Sri Lankan context Managers are dominated by social value. American Managers pay more attention to achievement of goals with high degree of efficiency, productivity and profits with low degree of attention to growth, leadership and stability. Sri Lankan Managers place a relatively high value on organizational stability rather than profit maximization which is a point of high attention of American Managers. While American Managers pay more attention to their customers and employees Sri Lankan Managers place high value on individually motivated factors such as job security, prestige, powers, job satisfaction and autonomy etc. they do not place high value on customers and employees.

On the basis of the findings it is concluded that American Managers are highly interested in achievement of organizational effectiveness since they place high value on economic aspects and Sri Lankan Managers are highly individual oriented and they place a high value on social value.