

## **Prioritizing Rational Decision Constraints among HR Managers in Offices Affiliated with the Energy Ministry of Kerman**

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**Abstract:** Nowadays with the development of public sector in Iran's economy and the dearth of HR sources, reviewing and the observation of the methods of executing management on HR sources in this sector is not only essential but also inevitable. In this respect, the methods of decision making are of paramount importance. With the importance attached to the process of decision making in public organizations, the purpose of the present study is identification and prioritizing the challenges ahead of HR organization managers in making rational decisions in public organizations. In this study, the researcher used a field study. The population of this study was chosen from HR organization managers and the related organizations to the power ministry in Kerman province. Tools were use for gathering data was questionnaire; validity and reliability are accounted 0.88 and 0.75 for rational decision constraints. Questionnaires after distributing the questionnaires, the data were analyzed using SPSS Software. Descriptive statistics (mean, median, etc.) as well as frequency distribution and descriptive statistics were used for describing the demographic index and Kolmogorouf-Smirn of test was used to check normal distribution of the variables. For the examination of hypothesis 1-5 (with the condition of being normally distributed) a one-way t-test was used. Redman test was also used for prioritizing the obstacles of rational decision making process. All of the five hypotheses were accepted. The findings suggest obstacles of rational decision making in the whole population include: "lack of HR managers access to reliable information", "lack of a general assessment measure", "lack of HR managers expertise", "lack of the congruity between managers experience and their rational decision making process", "lack of sufficient time for exploration" respectively in descending order of significance in rational decision making among HR managers affiliated with the power ministry in Kerman.

**Key words:** Decision-making, rational decision-making, decision-making processes, review, paramount

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### **INTRODUCTION**

Decision making is a rational process in which the decision maker trying to find a way that its' selection and implementation contains the best result and revenue to the goal.

Decision-making is an important cognitive process that occurs frequently in everyday human functioning (Elliott, 2005). Decision-making has been defined by Yates as the process that leads to the commitment to an action, the aim of which is to produce satisfying outcomes.

Following the failure of classical decision theory to describe many decision-making events adequately, a number of descriptive decision theories arose (Plous, 1993). One of these is the rational choice model of decision-making (Janis and Mann, 1977). This model provides an analytical approach for understanding decision-making, based on the researchers observations.

Herbetsimon provided researches in the concept of the decision making mechanism. In his point of view, management and decision making are synonymous (Simon, 1982).

In addition to Simon, another group of experts also defined the management and the decision making as synonymous and have not consider management anything except decision making and believe that management focuses on decision making and indeed executing tasks such as planning, organizing and control are making decision about how to perform these activities.

Kreitner also believes that decision making is the foundation of tasks the manager performs in the organization. He says decision making is in all the tasks the manager perform and hence, management can be considered according to the decisions associated with tasks such as planning, organizing and control the processes in the organization makes.

Certainly, decision making is of the most important management processes and any other process could not be considered equal with it. As long as the management knowledge introduced and considered as a science, various task was introduced as the basic tasks by scientists and experts in management science that none of these authors don't take care of other management tasks compared with the decision making.

Hardwick and landsite, management professors at University of Detroit, expressed the reasons of paying attention to decision making as below: the first reason of paying attention to decision making is separation of management from ownership in industrial and commercial organizations and that managers Inevitably must be responsible of their decisions effects and results and even In many cases their position and management depends on the proper decisions they make.

**Rational decision making factors:** In rational process of policy making various models and patterns are conducted and presented that regardless of some differences to select the best must take similar steps. Daft (2001) proposed these five stages for rational policy making:

- Perception of the general problem of society
- Definition and expression of mentioned problem
- Finding solutions for the problem
- Evaluation the solutions toward their results
- Finding the best solution and presents it as policy (Daft, 2001)

One popular notion of rationality is thoughtful deliberation. This is not the meaning that is associated

with the 'choice' concept by Lionel Robbins or the 'as if' methodology by Friedman (1953). But when Herbert Simon argued that rationality was 'bounded', he sometimes used this term to refer to limited computational and deliberative capacity.

**Assumptions and conceptual framework:**

- Unrestricted access to HR managers the right information, making rational decisions can be prevented
- Sufficient time to review the restrictions prevented rational decisions are among the HR managers
- Despite the limitations of comprehensive measures to prevent the HR managers are rational decision
- Professional money managers around the limits hinder decision are rational
- Limited relevant experience, HR managers, hindering the decision is rational

**MATERIALS AND METHODS**

The statistical population consists of all HR managers of departments and agencies affiliated to the Ministry of Energy in Kerman City (Table 1). In this study due to the small statistical community access and action was taken to review the entire community and the sampling is not used.

**Reliability and validity of the questionnaire:**

Cronbach's alpha coefficients were calculated in this study is a pilot study of 17 questionnaires distributed among HR managers in the city of Kerman, departments and agencies affiliated to the ministry of energy was obtained in a 75-hundredth.

**RESULTS AND DISCUSSION**

The results indicate that the assumption of normality for rational decision variable limits the total sample and the groups cannot be ruled experts manager ( $p < 0/05$ ) (Table 2).

**Data analysis (evaluation of research hypotheses)**

**Hypothesis 1 (Non-HR M anagers access to the right information, a rational decision can be prevented):**

- Non-HR managers access to the right information it does not prevent rational decision

Table 1: Data

Company or organization	Managers and Department		
	assistants	of HR	Total
The Northern electricity distribution company	2	7	9
Company Kerman desert world of work	1	0	1
Kerman combined cycle power plant	2	8	10
Company Rsaryr	1	2	3
Taban Kerman power	1	2	3
Water and Sewage	2	10	12
Southern power distribution company	2	12	14
Kerman regional water company	2	15	17
Nyrvman company Kerman	2	6	8
Electrical retirement center	1	2	3
Rural water and wastewater company	2	7	9
Power generation company in Kerman	1	2	3
Kerman regional electric company	2	7	9
Sum	21	80	101

Table 2: Results of the Kolmogorov-Smirnov normality to verify subscription

Dimension	Experts responsible for (n = 80)		Managers (n = 21)		Total (n = 101)	
	The test statistic	p-values	The test statistic	p-values	The test statistic	p-values
Non-HR managers access to the right information	0/934	0/347	1/228	0/098	1/056	0/215
Lack of sufficient time to review	1/258	0/084	1/230	0/097	1/231	0/097
The lack of a comprehensive measure	1/248	0/089	1/114	0/167	0/509	0/958
Lack enclosed specialized HR managers	0/690	0/727	0/880	0/421	0/878	0/423
Lack of relevant experience, HR managers	0/798	0/548	0/864	0/444	0/860	0/447

Table 3: Reviews the changing HR managers lack access to the right information

		Theoretical mean = 3				
Variables	Group	Average	SD	Statistics	Degrees of freedom	p-values
Lack water at a hip fashion the HR information correct	Experts responsible for (n = 80)	3/9	0/4	19/284	79	>0/001*
	Managers (n = 21)	3/9	0/6	7/717	20	>0/001*
	Total (n = 101)	3/9	0/5	20/488	100	>0/001*

Table 4: Variables lack sufficient time to review

		Theoretical mean = 3				
Variables	Group	Average	SD	Statistics	Degrees of freedom	p-values
Lack of sufficient time to review	Experts responsible for (n = 80)	3/2	0/7	3/111	79	>0/001*
	Managers (n = 21)	3/3	0/6	3/077	20	>0/001*
	Total (n = 101)	3/2	0/6	3/848	100	>0/001*

Table 5: Evaluation of variables lack a comprehensive measure

		Theoretical mean = 3				
Variables	Group	Average	SD	Statistics	Degrees of freedom	p-values
The lack of a comprehensive measure	Experts responsible for (n = 80)	3/8	0/4	20/140	79	>0/001*
	Managers (n = 21)	3/6	0/5	5/966	20	>0/001*
	Total (n = 101)	3/8	0/4	19/747	100	>0/001*

Table 6: Evaluation of the lack of experience variable relevant HR managers

		Theoretical mean = 3				
Variables	Group	Average	SD	Statistics	Degrees of freedom	p-values
Lack enclosed specialized HR managers	Total (n = 101)	3/5	0/5	11/993	100	>0/001*
	Experts responsible for (n = 80)	3/5	0/5	10/872	79	>0/001*
	Managers (n = 21)	3/5	0/5	4/982	20	>0/001*

\*At 0/05 level was significantly

- Non-HR manager’s access to the right information, a rational decision can be prevented

Variable to check the status of non-HR manager’s access to the right information from the t-test one sample was used (Table 3).

**Hypothesis 2 (the lack of sufficient time for consideration, a rational decision can be prevented):**

- Lack of sufficient time for review does not preclude rational decisions
- Lack of sufficient time for consideration, a rational decision can be prevented

To check the status variables lack sufficient time to review the t-test one sample was used (Table 4).

**Hypothesis 3 (absence of a comprehensive measure which prevents rational decisions):**

- Lack of a comprehensive measure of barrier is not a rational decision
- Lack of a comprehensive measure which prevents rational decisions

To check the status variable in the absence of a comprehensive measure of t-test one sample was used. In

this review to answer the questions related to the variable absence of a comprehensive measure of the average amount of theoretical and 3 were compared (Table 5).

**Hypothesis 4 (lack of professional HR managers, surrounded by adopting a decision is rational):**

- Lack enclosed specialized HR managers not hinder rational decision
- Lack enclosed specialized HR managers, hindering the decision is rational

To check the status variable is not surrounded by professional money managers t-test one sample was used. At the arrival area surrounded by professional money managers to answer questions about the lack of variables were compared with the mean value and the theoretical 3 (Table 6).

**Hypothesis 5 (the lack of relevant experience, HR managers, hindering the decision is rational):**

- Lack of relevant experience in HR management it does not prevent rational decision
- Lack of relevant experience, HR managers, hindering the decision is rational

To check the status variable lack experience with HR management t-test one sample was used. In this review to

Table 7: Evaluation of the lack of experience variable relevant HR managers

Variables	Group	Theoretical mean = 3				
		Average	SD	Statistics	Degrees of freedom	p-values
Lack of relevant experience, HR managers	Total (n = 101)	3/3	0/5	5/622	100	>0/001*
	Experts responsible for (n = 80)	3/4	0/5	6/116	79	>0/001*
	Managers (n = 21)	Third	0/5	0/493	20	0/315

Table 8: Friedman test for prioritizing the actual limits of rational decision making in the HR management of the ministry of energy in the city of Kerman (in both the experts and managers)

Dimension	Department of				Management			
	Average	Rank	Chi-square	p-values	Average	Rank	Chi-square	p-values
Non-HR managers access to information correct	3/9	1	764/95	>0/001*	3/9	1	52/600	>0/001*
Lack of sufficient time to review	3/2	5			3/3	4		
The lack of a comprehensive measure	3/8	2			3/6	2		
Lack enclosed specialized HR managers	3/5	3			3/5	3		
Lack of relevant experience, HR managers	3/4	4			Third	5		

\* At 0/05 level was significantly

Table 9: The results of testing hypotheses

No. of hypotheses	Assumptions	Status
1	Restrictions on access to the right information, HR managers, hindering the making of rational decisions can be	Verification
2	Sufficient time to review the restrictions prevented rational decisions are among the HR managers	Verification
3	Comprehensive measures have limitations prevented a rational decision among money managers is	Verification
4	Professional money managers around the limits hinder rational decision is	Verification
5	Limited relevant experience, HR managers, hindering the rational decision is	Verification

answer questions related to the lack of experience of variables related to HR management theory and 3 were compared with the mean value (Table 7).

The results indicate that the lack of relevant experience in HR management of the entire population and expert groups responsible for most of medium ( $p > 0/05$  and the empirical average of 5/3). Well as the managers than the average level ( $p < 0/05$  and the mean of 3 experiments). Variable lack experience with HR managers and experts in charge of the whole person as a barrier and limits of rational decision known (Table 8 and 9).

### CONCLUSION

The results show that all five hypotheses were proved. The barriers to rational decision not to acquire information, no measure, no experience necessary, directors, lack of expertise and lack of time are surrounded.

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