

**PRACTICES AND CHALLENGES IN DECISION
MAKING: THE ETHIOPIAN PHARMACEUTICALS
FUND AND SUPPLY AGENCY**

By:

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Acronyms

PFSA	Pharmaceuticals Fund Supply Agency
GTP	Growth and Transformation Plan
EFDREHPR	Ethiopian Federal Democratic Republic House of Representative
WHO	World Health Organization
PLMP	Pharmaceutical Logistic Master Plan
GC	Gregorian calendar
SOP	Standard Operating Procedures
MNCs	Corporations
D	Description
RP	Rate of Proportion
TP	Total population
SP	Proportionate sampling

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Abstract

Decision-making is one of the most important functions of deciders in any kind of organization. Decision-making activities a complex process that must be understood completely before it can be practiced effectively. It is necessary the decision making to follow the necessary producers and make the right choice using the right tool that fits the particular solution to avoid the consequences of a bad decision. The main purpose of the study was to assess the current practices and challenges of decision making in Pharmaceutical Fund Supply Agency (PFSA) in light of decision making principles and theories. To conduct this study, a descriptive survey method was employed. Simple and purposive sampling techniques were used. The data was collected through questionnaire, structure interview and document analysis. The study was conducted in PFSA head Office and its 10 branches. The sample for this purpose were taken from a total of 6 directors and hub mangers, 14 case team leaders and 63 Employees on level 12&13 ,they will be a future successor leaders in the Agency as actual sources of information. Data analysis was made using descriptive statistics, frequency count and percentage. Findings of the study indicated that the decision making authority concentrated at the center 78.3 %(18). Deciders at middle and operational level have minimum delegation of power. The participation for decision making practices was low. The decision Practices were highly dominated by individual's interest and power. The practiced decision were deemed to takes place under time pressure and bad decision observed due to shortage of information, the deciders decision making skills were low , the decision communication was poor. Thus, the agency should alleviate their weaknesses by applying clear and scientific principles regarding decision making practices. Thus, the study of decision-making practices remains very important and much more empirical research is required before any perfect conclusion can be reached

Key words: Deciders, Decision Practices, Decisions Challenges

Abstract

Decision-making is one of the most important functions of deciders in any kind of organization. Decision-making activities are a complex process that must be understood completely before it can be practiced effectively. It is necessary the decision making to follow the necessary producers and make the right choice using the right tool that fits the particular solution to avoid the consequences of a bad decision. The main purpose of the study was to assess the current practices and challenges of decision making in Pharmaceutical Fund Supply Agency (PFSA) in light of decision making principles and theories. a descriptive survey method was employed. Simple and purposive sampling techniques were used. The data was collected through Self Administrative Questions, structured interview and document analysis. The study was conducted in PFSA head Office and its 10 branches. The sample for this purpose were taken from a total of 6 directors and hub managers, 17 case team leaders and 63 Employees on level 12&13 ,they will be a future successor leaders in the Agency as actual sources of information. Data analysis was made using descriptive statistics, frequency count and percentage. Findings of the study indicated that the decision making authority concentrated at the center 78.3 %(18). Deciders at middle and operational level have minimum delegation of power. The participation for decision making practices was low. The decision Practices were highly dominated by individual's interest and power. The practiced decision were deemed to takes place under time pressure and bad decision observed due to shortage of information, the deciders decision making skills were low , the decision communication was poor. Thus, the agency should alleviate their weaknesses by applying clear and scientific principles regarding decision making practices. Thus, the study of decision-making practices remains very important and much more empirical research is required before any perfect conclusion can be reached

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Chapter One

Introduction

This chapter deals with an introductory part of the study, it contains the background of the study, operational definition of key terms, and statement of the problem, research questions, objectives, significance, scope and limitation of the study.

1.1 Background of the Study

Decision making is key function of management and an essential task for the effectiveness of employees and organization performance. It is a primary function of organizational management. Without decisions, actions and resources are not be possible and put to use respectively. A manager's major job is sound/rational decision-making. They take about hundreds of decisions consciously and subconsciously. A decision may be defined as "a course of action which is consciously chosen from among a set of alternatives to achieve a desired result." It represents a well balanced judgment and commitment to action (Fayol, 1916).

Deciders have to take quick and correct decisions while discharging their duties. Correct decisions provide opportunities of organizational growth while wrong decisions lead to loss and instability for the organization. Any organization requires accurate, reliable and robust decision making because it touches on all the lives of employees in the organization and the performance of the organization for the achievement of its goals (George, 2013),

In order to sustain in today's competitive organization dynamic environment, organizations are being forced to go through considerable transformation in their decision making practices and be able to investigate challenges that have the negative impact on the performance of the organization. Good decision making and timely responding to challenges in implementing decision practices are the basis of successful business operations. Daily decisions, right or wrong, have a tremendous impact in the performance of organization (Harvard Business Essentials series, 2011).

Decision making has many extensively researched theories in the areas of human knowledge. Decision theory is the study of principles and algorithms used for making decision (Ohairwe .2015). He is achieved by identifying values, uncertainties and other things that might influence the decision. Decision theories can be normative and descriptive decision theory. Normative theory explains how decision should be made; descriptive theory explains how decisions are made. Decision theories could be under certainty (each alternative lead to a goal or consequence), risk (each alternative has one or more consequence and the probability of each are known) and uncertainty (each alternative lead to one or more consequence with an unknown probability). There are different types of decision theories that have been implemented. These include automated system is a developing approach to decision making as managers find it easier to make unbiased decision once the right criteria has been entered (Gnorthouse, 2013.)

The qualities of decision practices determine the effectiveness and efficiency of the performances of the organization. In health sector mostly in Pharmaceutical Supply organization services delivery decision making practices influenced with different factors particularly tightly connected with time. The procurement and distribution of medicines needs urgent and critical decision. But due to different factors the decision making in supply chain for health care commodities faces so many challenges. So effective decision making remains a momentous challenge in health commodities supply chain management (Kiwani, 2013).

Predicting all the potential challenges and pitfalls of a forthcoming facilitation is a time-consuming task so the study try to cover some of the potential challenges in decision making in the organization such as Managers are not clear about their level of decision making authority, inappropriate managers are sitting at the table , Managers lack the right information for decision practices, managers' personal Agenda, Unclear 'criteria' for determining the best decision and relevant process/methodology that structures the steps of the decision-making practices (George Seneor, 2013)

According to the mission on to the Pharmaceutical Fund and Supply Agency (PFSA) as per the proclamation No. 553/2007 shall be considered the lead organization that manages the health care supply chain of the country. It has been working to ensure the availability, accessibility, and affordability of essential medicines and medical equipments with appropriate quality, safety and efficacy in sustainability manner. PFSA has been working to ensure an efficient and high-

performing healthcare supply chain that will ensure equitable access to affordable medicines for all Ethiopians. In the past eight years, significant progress has been made, although various challenges like an inadequate supply of quality and affordable essential pharmaceuticals, poor storage conditions, poor fleet management, poor handling health care forces and weak stock management and generally poor logistic systems are negatively affecting the performance of the organization (PFSA GTP report, 2015). The role of decision makers in each hierarchy level is crucial to improve the performance of the organization. Thus the purpose of this study was to assess the decision making practices and challenges at middle and operational level managers in PFSA to improve the problems mentioned above.

1.2 Operational Definition of Terms

Decision: selection of a course of action in a particular situation. (Moorhead & Griffin, 1999).

Decision Practices: The process of conducting Selection of one best solution form different alternative to manage specific problems (J.Elias, Linda Bruwnw Buteler ,2005)

Decision challenges: Deciders turn their attention to the situation different obstacles that make decision-making difficult. (JItalley& Associates, 2011).

1.3 Statement of the Problem

All organizations are faces different alternative action to execute organizational mission. The choice of the alternative action is known as decision. Hence deciders and employees in any organization make many decisions in day to day life. Especially in supply chain at the global level have routine decision. The organizations have hierarchy with broader coverage in management of resources, people and information. In this situation how is the uniformity of decision has been taken, and its implementation in such critical organization which plays crucial role in society well fair. Hence decision making is key function of management in any organization and vital to effectiveness of employees and organization performance. The effectiveness of organization performance depends on the quality of decision making. Decision making is an intellectual process which involves selection of one course of action out of many alternatives (Turip, 2004). According to Peter Drucker, (1999) whatever a manager does, and he does through decision-making". A manager has to take a decision before acting or before preparing a plan for execution.

The roll of decision makers in each hierarchy level is crucial to improve the performance of the organization. The pilot survey conducted by House of Representative Social Standing Committee stated report that, the delays in distribution of health products supply to health facilities raise the question of good governs issues, Ethiopian Federal Democratic Republic House of representative (EFDREHPR, 2013/14). According to WHO (2003) studied, there exist fragmented forecasting, procurement through different parties, poor inventory management, substandard storage facilities and high wastage rate in health organization. So there exist big gap in availability of medicines. Pharmaceutical Fund and Supply Agency (PFSA) is a government institution which has an objective to supply quality assured pharmaceuticals at affordable price in sustainable manner to the public health institute. To attain its objective the deciders in each hierarchy make hundreds of decision in daily based. The qualities of decision making practices have been tremendous impact on employees and organization performance. In the past eight years, significant progress has been made although various challenges like an inadequate supply of quality and affordable essential pharmaceuticals, poor storage conditions, poor fleet management, poor handling health care forces and weak stock management are remain challenges that are negatively affecting the performance of the organization (PFSA GTP report, 2015).

According to the researcher's observation in PFSA the practices of making decision in supply chain Pharmaceuticals products have so many challenges due to the nature of the Agency and the decision makers response in the decision making state of affairs.

Following this scenarios pharmaceutical logistic master plan/PLMP/ was designed and come up with the proposal of having role in pooled procurement and lead over all supply chain of the health sector PFSA was established in 2007.G.C. Now different report has shown the increment in availability essential medicine and medical equipment however, still the need of the health sector is growing and not satisfied yet. The decision uniformity and quality that increase the availability is expected to meet the need of health sector.

The responsibility and accountability of decision Makers is not clearly stated and so no one accounted due to hold up activities that contributed the ineffectiveness of the organizational goals. Time pressure and no access avail complete information to others decision making process make tough. So the deciders forced to make urgent and emotional decision on the performance of the organization.

Its consequence may be undesirable conflict in organization. Such as delay in supply, distribution and procurements of essential medicines with medical instrument are some of the indicators deserved in the decision making practices of PFSA. Thus, the Study attempted to examines the various factors affecting the decision Making Practices of PFSA and the Challenges arising there from.

1.4 Research Questions

- What are the existing decision making practices in PFSA?
- What are the practical challenges in decision making practices in PFSA?
- To what extent the various decision Dimension influence the Quality of decision made by PFSA?

1.5 Objectives of the Study

The rational of this study is to understand practices and challenges on decision making in PFSA. Accordingly, the general and specific objectives are stated below:-

1.5.1 General objective

The main objective of the study was to identify the decision practices and its challenges in PFSA.

1.5.2. Specific objectives

The study has the following specific objectives:

- To investigate the real practices of decision making in PFSA.
- To assess the challenges of decision making in PFSA.
- To assess extent the various decision Dimension influence the Quality of decision made by PFSA?

1.6 Significance of the Study

Generally, the purpose of the study is to assess Practices and challenges in decision making and it provides relevant feed back to the organization about decision making reality in order to improve their future practice.

The study would have **five** major importances:

1.6.1 The findings of this research will help pharmaceuticals fund and supply agency to scale up good decision practices and it helps to understand the potential Decision challenges that resist the effectiveness of the practiced decision.

1.6.2 PFSA administrators will be able to consider about the redesigning and restructuring of organizational structure that will support to make sound decision practices

1.6.3 It likely contributes to the body of knowledge as empirical evidences for others research to serve as an input on this topic

1.6.4 The research will be useful in contributing for the researcher's academic success. From this perspective this study's insight shall contribute to the future development of this line of research particularly in Pharmaceuticals sectors

1.6.5 it will be highly importance for policy makers by bringing an input in developing to improve the evidence based decision making practices in Pharmaceuticals sector.

1.7 Scope of the Study

The study was conducted in PFSA Head Office and its 10 branches. It mainly focused on identifying internal factors i.e. structure, approach, Types of decision, organizational policy, accountability, time, clarity, skill, information, confidence, and communication that influence the effectiveness of decision practices. The study excluded from external factors that impose the decision practices to carry out the routine activities of the organization. The study has been given attention on middle level and operational leader's views, attitudes and perceptions of decision making practices and challenges in PFSA. It was also given attention to employees, in

level 12&13 in organizational structure; they would be the future successor in decision making position. . The study was focused on decision making practices and its challenges related to specific decision making dimensions which give hint about the quality and challenges of practiced decision such as decision Structure ,decision approach, types of decision, decision information, decision making procedures, time, decision skill, clarity on decision, confidence on decision , implementations of decision and communication of decision .The targets of this study has been conducted on 86 purposely selected sample of respondents with instruments of interview and self-administered questioners.

1.8 Limitation of the study

There will be a difficulty of Lack of access to the right data due to unwillingness and frustration of participants and some other anticipated factors to fill the questionnaire. The other main problem was difficulty of empirical literature made in the context of Ethiopian pharmaceuticals sector. There is dearth of current literature in the area of practices and challenges of decision making..The research forced to employs indirect sources. The study did not incorporate all decisions dimension that affect the effectiveness of decisions practices .The study was not based on complete enumeration; it may or may not represent the views, attitudes and perceptions of the remaining employees and leaders of PFSA.

1.9 Organization of the Study

The study has five chapters. The introduction part was the outline of the whole study It contained significance of the study, Statement of the problems, Basic research questions, the general and specific objectives, scope of the study, limitation and Organization of the study on decision making practice and challenges in the PFSA. In the second chapter, various concepts about decision making practices incorporated from libraries, book stores, magazines web site, etc. In this part, broader conceptual understandings would be presented from different angles related to basic research questions. Chapter three, , contains research design, source of data, data gathering tools, sampling and sampling techniques, sample size and sampling procedure and data analysis method have been treated. The fourth chapter has been presented as a data presentation and analysis interpretation section of the study, finally, the fifth chapter was contains Major findings, recommendations and conclusions parts of the study.

Chapter Two

Related Literature Review

This chapter deals with the general concepts and principles of decision making practices .The review raises core issues in decision making theories ,principles ,decision making process, characteristics of decision making ,factors affecting decision making process, and measurements of decision making effectiveness.

.2.1 Decision-Making

Decision making is a solution selected after examining several alternative Choices because the deciders forces that the course of action he elects will be more than the others to further his goals and will be accompanied by the fewest possible unpleasant consequence (Ramaamy ;2003) Decision-Making is key function of Management and an essential task for the effectiveness of employees and organization performance. It is a primary function of Organizational management. Without decisions, actions will not be possible and the resources will not be put to use. A manager's major job is sound/rational decision-making. He takes hundreds of decisions consciously and subconsciously. A decision may be defined as "a course of action which is consciously chosen from among a set of alternatives to achieve a desired result." It represents a well-balanced judgment and a commitment to action (Foyol1916 &Kalyan cited by Blog,2015). We make decisions all time as private individuals, as professional, and as citizens. so it can have a great impact on the quality of Employees lives or the success organization (Brown, 2005). Decision is a direction to others to do or not to do (T.Ramasamy, 2003). There are a number of alternatives Presented in the process of decision making to select the best out of the available alternative. The success of Deciders depends up on the quality of decision they act in work process which lead to attainment of organizational goals. If a manager fails to take correct decision, he may not extract any work from his subordinates and may not finish his work.

Decisions are base for realization of the implementation of organizational Objectives. Whatever a manager does, he does through decision-making (Drucker, 1999). A manager has to take a decision before acting or before preparing a plan for execution. Decisions are important to start the implementation process of organizational duty to achieve organizational goals. Decision

making is a process of deciding or selecting rational choice from the available Options, It can be regarded as an outcome of mental processes (cognitive processes: memory, thinking, evaluation) leading to the selection of a Course of action among several alternatives. It is an essential aspect of modern management.

Decision making is deals with problems. A problem arises when an actual state of affairs differ from a desired state of affairs. In many case a problem may be opportunity in disguise (freemon, 1995).Effective Decider recognizes both problems and Opportunities.

Sometimes Deciders make decision emotionally. Emotional decisions leads to a lot of confusion, this should be avoided with great care. The rational judgment is comprehensive; it must take account all available (or accessible) knowledge not just that contained in a single study so the decision-making Practices needs critical (freemon, 1995). Decision-making is conscious and human process involving both individual and social phenomena based upon factual and value premises which conclude with a choice of one behavioral activity from among towards some desired state of affair."(Browin, 2005).

2.2 Theories of Decision Making Practices and Principles

Decision theory is the study of principles used for making decision. This achieved by identifying values, uncertainties and other things that might influence the decision. Decision theories basically categorized into normative and descriptive theory the normative theory explains how decision be made, descriptive theory explains how decisions are made. Almost everything that a human being does involves decisions, and therefore, to theorize about decisions is almost the same as to theorize about human activities (Sven, 1994).

The decision theory is only concerned with goal-directed behavior in the presence of options. (Stein and Welch, 1997) observed that, decision theories have tried to throw light, in various ways, on the decision making periods, and how to operate according to the principles of these theories. A decision is therefore a response to a situation comprehending judgments, expectations, and evaluation (Gigerenzer, 1999, &Dawet al., 2007)

2.2.1 Deterministic versus Probability Decision Making Theories

The deterministic models indicate that a good decision is judged by the outcome alone. However, in probabilistic models, the decision-maker is not only concerned with the value of the outcome but also with the amount of risk each decision carries. It is difficult to reverse the past action, but everything can change in the future, even if the future has an element of uncertainty. Managers can shape the future than the past because they believe that uncertainty is a reality in life and business. Based on this claim, the probability theory/model becomes the best guide for making good and successful decisions in life and organization (Gigerenzer, 1999, & Dawet *al.*, 2007).

The probability model occupies an important place in the decision-making process, whether the problem faced is in business, government, social sciences, or just in one's own everyday personal life. This is because there are very few decision making situations in which perfect information (all the needed facts) is available. Most decisions are made in the face of uncertainty, and so probability enters into the decision making process by playing the role of a substitute for certainty.

Decision-makers often face a severe lack of information, something which creates an information gap. Probability assessment then quantifies this information gap between what is known, and what needs to be known, in order that one makes an optimal decision. ((Goodwin&Wright ,1998) concluded that the probabilistic theories are used for protection against adverse uncertainty, and exploitation of encouraging uncertainty.

2.2.2 Psychological Theory

The descriptive theory provides a way to understand decision-making processes which describe theoretically optimal processes and underlie current economic thinking. Descriptive models of decision making refer to how people actually make choices, It is a theory which proposes intended characteristics and follows specific methodologies for selecting a course of action. Descriptive theories highlight the importance Psychological element play in influencing individual to reach decision and that use cognition to explain decision making and the basic principles people use when dealing with problems. (Kahneman&Tversky1988, 1991, 2000)

2.2.3 Normative (rational) Theories

The normative theory is about how decisions should be made. It also contains issues about how an individual or several can coordinate his /their decisions over time (Schacter et al,2011).If

humans are rational and free to make their own decisions, then they would behave according to the rational choice theory. And that means that people would make decisions by determining the likelihood of a potential outcome, the value of the outcome, multiplying the two, and then choosing the more positive of the two outcomes (Schacter et al, 2011).

In reality, however, there are some factors that affect decision-making abilities and cause people to make irrational decisions, one of them being availability bias (the tendency for some items that are more readily available in memory to be judged as more frequently occurring). In the normative (rational) decision making theory, decision makers analyze a number of possible alternatives from different scenarios before selecting a choice. These scenarios are weighed by probabilities, and then the decision makers determine the expected scenario for each alternative. The final choice would then be the one presenting the best-expected scenario, with the highest probability of outcome. It explains how decision makers employ a particular set of alternatives to solve problems (Goodwin & Wright, 1998; Hoch et al., 2001).

2.2.4 Prospect Theory

The prospect theory was developed by Kahneman and Tversky (1988, 1991, and 2000) to explain the results of experiments with decision problems that were started in terms of monetary outcome and Objective probabilities. Its main features are relevant to decision-making in general. Another original feature is that it distinguishes between two stages in the decision process) In the editing phase, gains and losses in the different options are identified, and they are defined relative to some neutral reference point. Usually, this reference point corresponds to the current asset position, but it can be affected by the formulation of the offered prospects, and by the expectations of the decision maker. The evaluation phase of the options as edited in the previous phase is evaluated here. Monetary outcomes (gains and losses) are replaced by a value function. The editing phase serves to organize and reformulate the options so as to simplify subsequent evaluation and choice (Kahneman&Tversky, 2000).

2.3 Decision Making Process

Decision-making is not an easy job, it requires a lot of skill. A decision-making is affected by a number of factors so deciders can take good decisions by adopting a procedure. Deciders may not be able to take good decision if he fails to follow sequential sets of steps. The decision-making process depends upon the nature of the problem and the environment of the organization.

The following is a simple process followed in taken a decision in normal situation. (Fayol, 1916&Bolg, 2015)

2.3.1 Identification of the Problem

Organization exists to achieve certain goals, such as delivering vital medicines and medical equipments to health facilities on time. Within the organization each hubs, directorates and case teams have a certain goals shared from organization grand goal like Procurement and distribution of medicines and medical equipments to health facilities on time, settings those goals the basis for identifying problem areas, situation that failure to achieve a desired goal becomes a problem, and the organization deciders are untimely responsible for solving.

Identification of a problem means recognition of a problem, problem arises due to difference b/n what is and what should. The manager could find the causes of a problem. Finding causes of a problem is used to take quality decision. The manager could continuously watch the decision-making environment and understand the real problem and its causes. Organization deciders scan the organizational environment to determine whether organization is progressing satisfactorily toward, its goals. (Freemon, 1995).

2.3.2 Identify Alternatives

If there is no alternative, there is no need of taking action, if there are more and more of alternative the decider will have more freedom to take decision Identify alternatives are critical step for decision making. Identifying alternatives allows for a deep look into the problem and the more you assume there could be a better solution, the more likely to make the best decision possible, problem solving often benefits from a period of divergent thinking about different possible solutions, rather than from rapid co;nvergence on the first apparently attractive obtain it is possible to be a better option than available Alternatives (Samy, 2003).

2.3.3 Evaluating Alternatives

In decision making, there is always a degree of uncertainty on every alternative. It is essential to analyses the feasibility, risk and implication of each of the alternative. Once a variety of potential

solution or courses of action have been generated a deliberative problem solver evaluates them on this phase the problem solver must predict the consequences of each plausible option and then assess the consequences in light of objectives (Samy, 2003).

2.3.4 Choose the Best Alternative

Deciders weigh the pros and cons of each potential solution, seek additional information if needed and select the option they feel has the best chance of success of the least cost then the best option that fits for the objective is chosen. This might involve you deciding as group. There is no time to second guess yourself when you put your decision into action, once you have committed to putting a specific solution in place get all of your subordinates on board and put the decision into action with conviction. The strategy use in decision depends on the nature of the decision makers (Samy, 2003).

2.3.5 Implement the Solution

The next obvious step after choosing an option would be implementing the solution. Just making the decision would not give the result one wants. Rather, you have to carry out on the decision you have made. This is a very crucial step because all the people involved in the implementation of a solution should know about the implications of making the decision. This is very essential for the decision to give successful results.(Samy, 2003).

2.3.6 Evaluate Outcomes

Even the most experienced deciders can learn from his mistakes. It is necessary you check your decision and ensure that all conditions have been considered and the best decision has been made. Always monitor the results of strategic decision you make as organization leader be ready to adapt your plan n necessary or to switch to another potential solution of your choose solution does not work out the way you expected.

The decision should be communicate make to action. The decision should be communicated to the subordinates to carry out the activities and subordinates affected by it. In the process of communication avoid being economical with the truth ensures that the projected benefits, risk and likely draw backs are well explained (Samy, 2003)..

2.4 Characteristics of Decision Making

Some of the characteristics of decision-making are the need for decision making arises only when more than one alternative exists for doing the work, it is a rational and purposefully activity designed to attain well defined objectives, decisions relate means to ends. In order to identify the best alternative, it is necessary to evaluate all available alternatives. As decision making is a way purposeful, there may just be a decision not to decide. Decision-making is intellectual or rational process. As a mental exercise, it involves considerable deliberation and thoughtful consideration of various factors influencing the choice. It is the end process preceded by reasoning and judgment. Decision making needs a certain commitment (T.Ramasamy, 2000).

A decision results into the commitment of resources and reputation of the organization. This commitment may be for short term or long term depending up on the type of decision, decision making involves a time dimension .Decision making is always related to the situation or the environment.

A manager may take one decision in a particular situation and an opposite decision in different situation. In some situations, there may just be a decision not to decide. Decision making is a pervasive function of management this function is performed by managers at all levels through the nature of decisions may differ from one level to another. Decision making is continues process, decision making is human and social process. It involves the use of not simply of the intellectual abilities but also of intuition, subjective values and judgment, If is not a purely intellectual process. Perception and human judgment are indispensable and no technique can replace them.

But knowledge and experience also provide basis for correct decisions and the choice in decision making implies freedom to choose from among alternative course of action without coercion. It also implies uncertainty about the final outcome. When there is no choice, no decision is necessary the need for making and decision (T.Ramasamy, 2000)

2.4.1 Characteristics of Good Decision

Good decisions result positive impact on others. Anybody who is adversely affected by a decision immediately classifies that decision as bad. Of course, now you just need to find a common definition of "positive.", Good decisions are replicable and foster opportunity. An effective decision empowers others to act. Good decisions include others. Arriving at a conclusion that serves the company is a process. There are boxes to check off that ensures accountabilities are established and authorities are met, Good decisions are clear and executable. Clarity minimizes uncertainty, Good decisions are accountable. With clarity also comes accountability. It's not easy hiding behind something that outlines, in detail, the roles, responsibilities or expectations associated with a new decision. Good decisions are pragmatic, Humans are creatures of emotion. Which means eliminating emotion from a decision isn't feasible. However, what can be eliminated are self-serving emotional biases. Good decisions involve self-awareness. (Jiffebose, 2015)

2.5 Measuring decision effectiveness

The roll of decision on the performance of the organization is vital, so it is important to measuring the effectiveness of decision practices in the organization. Companies that make high-quality decisions, make them quickly, and implement them effectively attend organizational goals (Blenko ,Michael & Mankins,2012). And yet many organizations do not even measure their decision effectiveness. They don't know how they stack up against the competition, and they can't tell whether they are getting better or worse over time. People may gripe in the hallway about this or that decision process, but there's no burning platform to stimulate improvement.

Measurement changes all that. As Peter Drucker famously observed, "What gets measured gets managed." And if the measurement shows that the decision skills are way behind where they should be give a big incentive to get better Decision, High-performing organizations, of course, make high-quality decisions. But they also make those decisions faster than standard of operation (SOP) translate them into action more effectively and devote an appropriate amount of effort to the process. People need to know how well (or poorly) they perform on all of these elements decision quality, speed, yield and effort.

The performance of the organization, to create breakthrough have been employed the following five steps for better decisions .The first step scores the organization about the quality, time, yield

and effort of decision making. Rating decision abilities and identifying decisions obstacles help answers for the question, how good is your organization at making and executing decisions? What are the strengths you can build on to improve your effectiveness? Where are the hang –ups that prevent you from doing better? Are individuals clear on the roles they should play in critical decisions? Do people with decision authority have the skills and experience they need? Do our goals and incentives encourage good, fast decision making and execution? So it's important to assess organization performance on all these factors decision quality, speed, yield and effort (Harvard business review press, 2011).

2.6 Factors Affecting Decision-Making Process

Different theoretical models on decision making processes, which reflect different conceptions of organization, have been suggested by various literatures (Mintzberg, 1973; Chaffee, 1985; Lyles& Thomas, 1988;& Hart, 1992). These models about the decision context and the characteristics of decision process are usually influenced by different factors. When Deciders make decision in a vacuum, it can lead to inter directorate complication. Understanding the basic factors when making any decision helps to make better plans or to act on it. (Saaksh, 2008)

In the process of decision making there are different factors that traps decision are clarity of Deciders level of decision-making authority regarding the decision; inappropriate people are sitting at the table, people scarce the right information to engage in through decision options. Personal agenda, unclear, criteria for deterring the best decision, level of status or influence amongst different members is imbalanced and direct reports or junior management defer from `speaking up` or contradicting upper management for fear of reprisal (Ategiy&Neuroloclell, 2015)

Due to the purpose of the study the researcher concedes the following dimension of decision making to verify the current practices and challenges of decision making in PFSA. Other factors excluded due to time constrained.

2.6.1 Decision Making Approach

In an organization there are basically two approaches to decision making authoritarian approach where the decider make a decision based on his own knowledge or experience and communicates his decision to the group and await their acceptance. Group approach the group tends to make the decision together by analyzing the different alternatives that fits their objective (Schmids, 2005).

2.6.2 Incorrect Timing

In decision-making, the problem is not merely of taking a correct decision. It is also of selecting an appropriate time for taking the decision. If the decision is correct but the time is inopportune, it will not serve any purpose. For example, if the manager wants to decide about introducing a new product in the market, he should take the decision at a correct time. Otherwise, he may lose the market to his competitors (Saaksh, 2008).

The concept of time management and decision making cannot be over-emphasized. They work interwoven, its practice and execution in all levels of management varies from one individual to the other as well as from one organization to another. It is a fundamental asset and an important factor in Decision making (Lakein's , 1973)

2.6.3 Organizational structure

Organizational structure came about to simplify decision-making. The typical organization chart depicts a hierarchy of authority starting with Director General, deputy Directors, Directors, branches managers and case team coordinators which are arranged in order of appropriate information flow in the organization.

Each specialized unit is managed by its own decision maker, who theoretically is best able to understand the needs and problems of that particular unit. Organizational structure has been shown the right or power assigned to an executive or a manager in order to achieve certain organizational objectives. A manager will not be able to function efficiently without proper authority. Authority is the genesis of organizational framework. It is an essential accompaniment of the job of management. Without authority, a manager ceases to be a manager, because he cannot get his policies carried out through others. Authority is one of the founding stones of formal and informal organizations. An Organization cannot survive without authority. It

indicates the right and power of making decisions, giving orders and instructions to subordinates. Authority is delegated from above but must be accepted from below i.e. by the subordinates. In other words, authority flows down wards. Authority is the right to give orders and the power to exact obedience (Fayol, 1916).

2.6.4 Decision Making Confidence

Decision Confidence is relevant to the relationship between managers uncertainty and information seeking within the organization. Managers seek information before Deciding is to raise the confidence level and reduce uncertainty concerning their Managerial decisions (Cox, 1967 & Hansen, 1972). For example, the more uncertainty or the lower confidence level the individual exhibits, the more likely they will be to seek out more information .The empirical research indicated that decision confidence affects perception, interpretation, use of data, and ultimately the outcome decision (Lanzetta, 1963).Deciders with high confidence tend to seek less information for their decisions than non-experts and individuals who are less confident. This work fills a gap about the effect of the information display format, visual or non visual, client's decision.

2.6.5 Decisions Making Skills

Decision making skills should accelerate gaining knowledge that will make our choices more effective. Skills include Using a decision making process that provides a consistent set of steps leading to a decision outcome while avoiding common decision traps and thinking errors, approaches for values and needs identification such as stakeholder analysis and candid self-reflection; discovery and creativity skills that can help identify or generate decision alternatives, imagination and visualization used to envision possible future consequences of alternative solutions; Information, data gathering, and observation methods that enable evaluation of solution options; Assessment of risk, uncertainty and application of probabilistic analysis to the likelihood of outcomes Collaboration, communication, cooperative learning, negotiation, and active listening needed for effective group decision making , manage emotion and perception issues helps to increasing objectivity in stressful decision situations; (<http://www.decision-making-solutions.com/decisin-making-skills.html>),

2.6.6 Incomplete Information

This is a major problem for every manager. Lack of information leaves a manager floating in a sea of uncertainty. Not only this, most decisions involve too many complex variables for one person to be able to examine all of them fully (Saaksh, 2008). His three fundamental characteristics of information are accuracy, relevancy and timeliness. The information has to be accurate, it must be relevant for the decision-maker and it must be available to the decision-maker when he needs it. Any organization that has the mechanism to collect, analyze and present high-quality information to its deciders, thus enabling them to make better decisions will always be one-step ahead in the competition. When the information that is generated is accurate, timely and relevant, it will go a long way in helping the organization to realize its goals and in better decision-making.

2.6.7 Un-supporting Environment

The environment physical and organizational – that prevails in an enterprise affects both the nature of decisions and their implementation. If there is all round goodwill and trust and if the employees are properly motivated the manager is encouraged to take decisions with confidence. On the other hand, under the opposite circumstances he avoids decision-making. In *The Decision to Trust*, Robert Hurley explains how this new culture of cynicism and distrust creates many problems, and why it is almost impossible to manage an organization well if its people do not trust one another. Without this elusive, important ingredient organization cannot attract or retain top talent (Saaksh, 2008).

2.6.8. Non-Acceptance by Subordinates

If subordinates have a stake in the decision or are likely to be strongly affected by it, acceptance will probably be necessary for effective implementation. On the other hand, subordinates may not really care what decision is reached. In such situations, acceptance is not an issue. Democratic leadership style which encourages subordinates to suggest, criticize, make recommendations or decide upon policies or projects is an effective device for gaining their acceptance and commitment (Saaksh,2008)

2.6.9. Ineffective Communication

Another important problem in decision-making is the reflective communication of a decision. This makes implementation difficult. The manager should, therefore, take care to communicate all decisions to the employees in clear, precise and simple language. Effective communication skills are essential for success especially when a decision has to be made. Every manager should be looking to improve their decision making skills and communication skills(Fong,& Kwok, 2005) the role of management is to take these decisions, communicate with all the directorates in the organization that are involved, and make the right decision. They all need to communicate and bring out there

2.6.10 Accountability

Every employee/manager is accountable for the job assigned to him. He is supposed to complete the job as per the expectations and inform his superior accordingly. Accountability is the liability created for the use of authority. It is the answerability for performance of the assigned duties. Accountability is the obligation of an individual to report formally to his superior about the work he has done to discharge the responsibility (Nooraie, 2001)

When authority is delegated to a subordinate, the person is accountable to the superior for performance in relation to assigned duties. If the subordinate does a poor job, the superior cannot evade the responsibility by stating that poor performance is the fault of the subordinate. A superior is normally responsible for all actions of groups under his supervision even if there are several layers down in the hierarchy. Simply stated, accountability means that the subordinate should explain the factors responsible for non-performance or lack of performance. They need proper consideration while introducing delegation of authority within an Organization. In the process of delegation, the superior transfers his duties/responsibilities to his subordinate and also give necessary authority for performing the responsibilities assign (Nooraie, 2001).

2.6.11 Transparency

Decision-making process should be open, transparent “Trust to relationships is like water to the roots of a plant.” Stephen Covey the lack of transparency in organization leads to uninformed and poor decision making. This generates doubt and uncertainty, leading to loss of faith and trust, damaging everyone involved and ultimately sub-optimizing outcomes.

Deciders need to focus on creating and maintaining transparency in their actions and decision-making. Leadership transparency is the term denotes the challenge of creating interactions that are open, obvious, manifest, frank, sincere, straightforward, undisguised, self-explanatory and candid. The degree of opaqueness versus transparency in the interactions of leaders and institutions can be taken as a measure of the degree of the enterprise’s lever of disease versus health, brittleness versus resiliency, fragility versus robustness and doubt-generation versus trust. The level of transparency, then, becomes a barometer for health and vitality in management’s leadership and business.

To create leadership transparency requires a number of critical elements. One of the most significant is working to make the decision-making process open and minimizing any forms of opaqueness. This requires communicating to key stakeholders the decision-making “screen” or criteria used to arrive at conclusions.

2.6. 12 Types of Decision Making

A, Programmed Decision Making:-Programmed decisions are made in routine, repetitive, well-structured situations with predetermined decision rules. These may be based on habit, or established policies, rules and procedures and stem from prior experience or technical knowledge about what works or does not work in a given situation.

Programmed decisions are best in highly structured environments with established goals and channels of information. Because of the high structure, it’s possible to set up a rule that states an action will take place once a certain condition has been reached. This streamlines general, repetitive, and frequent decisions (Nooraie, 2001).

B. Non-programmed Decision Making: - Non-programmed decisions are unique decisions that require a 'custom made' solution. This is when a manager is confronted with an ill-structured or novel problem and there is no 'cut and dried solution'. The creation of a marketing strategy for a new service represents an example of a non-programmed decision. In this you mostly deal with unstructured problem which are new or unusual and for which information is incomplete.

Non-programmed decision making applies to specific concerns and infrequent decisions so that no rule can guide decisions.

Non-programmed decision making is reactive rather than proactive. Because the problems are more difficult to anticipate, each problem has to be dealt with as it occurs (Nooraie, 2001).

2.6. 13. Commitment

Organizational decision commitment refers to an attitude that reflects the strength of the decision linkage between and Deciders and organization performance. The level of commitment has implications as to whether a person would make effective decision with an organization (Latif, 2010).It is the Decision makers feeling in sense of integration to the organization and commitment level towards the objectives of the organization .This reflects the relative strength of an individual's identification and involvement with an organization and to act in a way to meet the organizational goals and interests.. It is commonly believed that committed leaders will work harder and be more likely to go the extra mile to achieve organizational objectives (Frechette , 2009). It is the expression of continuing dedication to a common purpose and to achieving goals.

2.6.14. Organizational Politics in Decision Making:-

Decision making in almost any organization has to be a political process. This is true because any leader has to have the support of his subordinates if a policy is to be carried out properly If we examine politics as the process by which individuals make decisions, then this is a highly political setting and configuration. Individuals make decisions that impact other people inevitably have to engage in politics and the calculations that follow (Lunenburg, 2011). One group of people benefit and other group do not. This makes the process of decision making as a political one as those in the position of power have to navigate between which groups makes sense to highlight and which to feel not as empowered. Perhaps, this is deliberate on the part of

those who make the decisions or a side effect that has to be balanced out with the next decision to be made, but it seems to me that making decisions where people's interests are hanging in the balance is a political process

Power and politics play a huge role in organization from governing how decisions are made to how employees interact with one another. In organization big and small, the impact of power depends on whether employees use positive or negative power to influence others in the workplace. Politics may directly influence who has the power and determine whether the overall culture of the workplace encourages productivity. The organizational actor model (Douglas, 2007) affirms the organization's crucial role in decision making, and it stresses the importance of the organization's vital interests, standard operating procedures (SOPs), and capabilities. It emphasizes how the organization sees problems, obtains information, shapes alternatives, assesses costs and benefits, and makes choices (Kotter, J. 1985).

2.9 Empirical literature

A study by Ohairwe et al.(2015) in Uganda Technology and Management University (UTAMU), Uganda an Empirical Evidence from Pharmaceutical Sector was conducted on practices of decision making. The study investigated there ware glaring inefficiencies in the pharmaceuticals sector which blames the decisions made by those who run the sector. According to the empirical study result the problems related to ineffectiveness of decision makers in the regulation, management, and administration of the pharmaceutical sector in Uganda. The study indicated that the problems include; availability of fake & expired drugs, counterfeit and adulterated drugs, insufficient supply of basic life-saving drugs on the market, engagement of unqualified personnel in the industry, operation of unlicensed pharmacies and drug shops, neglect of stock monitoring, expensive drugs, lack of knowledge about the basic expiry prevention tools, overstocking, self diagnosis and medication among others. The empirical study employed a descriptive cross-sectional survey design, in which data collected by using questionnaires, interview guides, from 30 top level and 4420 Middle level mangers they lead the sector. other data collecting instruments from selected 30 top-level key decision makers and The purpose of the study to analyzed and understanding of individual perception, behaviors, attitudes, values and actual decision practices.

The empirical study indicated that Effective decision making practices measured basing on “Rationality Choice” theory Simon (1994). The dimension to verified effective decision practiced by available information, time, and the information processing ability of the decision maker. Depend up on relevant, accurate and timely information and knowledge conducted decision categorized under certainty, risk and uncertainty.

In this empirical study, information obtained from a series of items seeking the respondent’s responded on the dimensions of information management in their organizations Included; Management support & controls, Resourcing, Data Processing, Organization & storage, Distribution & use. The responses recorded on a five – point Likert Scale ranging from 1 = Strongly Agree to 5 = Strongly Disagree. Evaluations, perceptions, or appraisals of how individuals react to situations or events in general have been associated with the process of decision making.

The empirical study result show that to make an effective decision one needs various kinds of information and technical data, including details about the problem for which a decision is needed, actors involved and their objectives and policies, influences affecting the outcome, the policies and plans, co-ordinate the activities of all departments, link top management to lower management.

Empirical study conducted by Mahmood Nooraie July 2012, Vol. 2, No. 7 ISSN: 2222-6990 Results showed that factors affecting decision-making process are classified into four characteristics:-Decision-specific characteristics, internal organizational characteristics, External environmental characteristics and Management team's characteristics. Internal Organizational Characteristics which expressed with Organizational Structure and Power, Environmental dynamism refers to the rate of change, absence of pattern and unpredictability of the environment (Dess& Beard, 1984)

Empirical study stated in Australian Journal of Business and Management Research Vol.1 No.11 [41-49] | February-2012 explored the moderating role of organizational decision-making and sense of commitment, on business outcomes of multinational corporations (MNCs) in Nigeria. Extant literature suggested that the relationship between specific organizational decision making and business outcomes should vary across different environments. The practiced decisions must be well co-ordinate, and executed with a sense of commitment for a company to

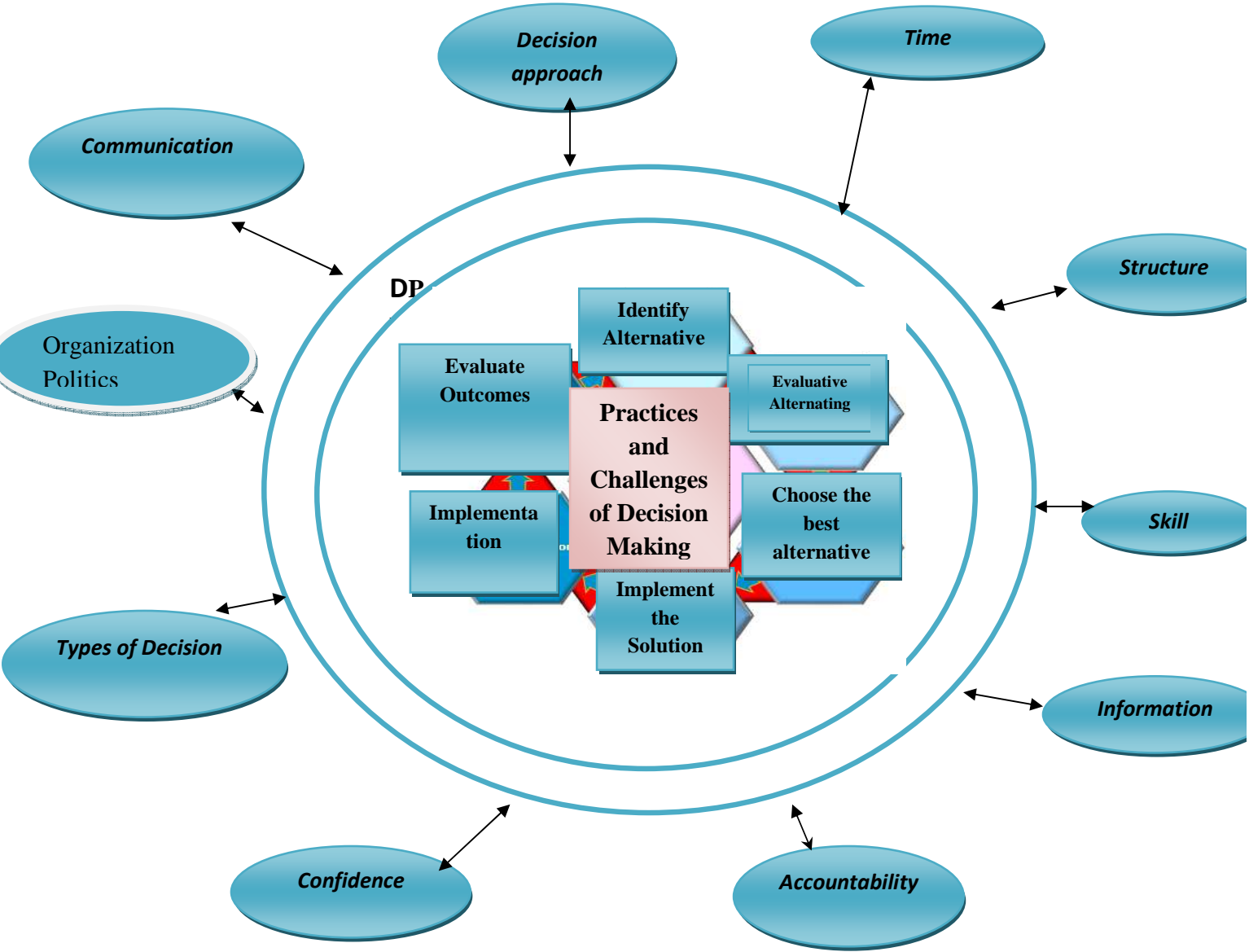
be market-driven or customer-oriented. The research shows that the relationship among organizational decision making, sense of commitment and performance.

The research conducted on the topic the relationship between Time Management and Decision-Making Processes By Viktoriya Varlamova. This empirical is to explore the link between decision making and organizational performance. The study shows that management decisions influence organizational performance. The findings conclude that employee rational, dependent and spontaneous decision making style have positive impact on organizational performance where as avoidant decision making style have weak negative impact on organizational performance (Druskut, Sala, & Mount, 2006; Jordan & Troth 2002).

2.10 Conceptual Framework

Deciders make decisions on a daily basis, addressing everything from day-to-day operational to strategic issues. Deciders to make sound rational decision follow the six decision-making process (Ingram, 2009). This can be broken down into six distinct steps .i.e. Identifying the problems, Identify the alternative, Evaluate alternative, choose the alternative, Implement the solution and evaluate the outcome. In decision making process each step should be examined at length to practices good decision but deciders often run through all of the steps quickly when making decisions. Understanding the factors that affect the process helps to improve your decision-making abilities. The factors that can affect positively nor negatively include such as Organizational structure, Decision approach, Decision Time, types of Decision, communication of decision, commitment, clarity on decision, organizational politics and accountability. They might be unproperly organized it will be an obstacles to successfully decision making. It has been suggest that becoming more aware of these obstacles, Deciders be able to anticipate and overcome them and make better decision. Figure 1 indicates the relationship between decision practices and challenges indecision making phenomena with decision dimension.

CONCEPTUAL FRAMEWORK



Source : Own/Adopted from Saaksh(2008) and Ingram(2009)and PP26

Chapter three

Research Design and Methodology

Chapter three describes the research methodology used for this study, which includes research design, population and sampling design, data type and Sources, data collection instruments, data collection procedures and method of data analysis.

3.1. Description Studying Area

The study was conducted at PFSA Head office and its ten branches. The mission of the agency to supply need based and quality pharmaceutical to public at affordable price in sustainable manner by implementation principles of revolving drug fund and directly deliver to health through building relevant capacity of health facilities while insuring rational drug used. Pharmaceutical Fund and Supply Agency (PFSA) was established in 2007 by Proclamation No. 553/2007 based on the Pharmaceuticals Logistics Master Plan (PLMP). The Agency is mandated to avail affordable and quality pharmaceuticals sustainably to all public health facilities and ensure their rational use. Even though, the mandate is for all public health facility, it serves the private health institution. to achieve this target The agency have 14 branches at Adama, Bahirdar, Gonder, Mekele, Shire, Gambella, Hawasa, Nekemt, Jimma, Diredawa, Dese, Arbaminch, Assosa, and Negele.,

3.2 Research Design

A descriptive and cross sectional research design was used. Descriptive design is a fact-finding procedure. It includes analysis and interpretation of data. Descriptive design is useful to describe answers to questions of who, what, where, and how (Burns, Alvin, & Bush, 2009). The intention of the study was to assess the existing situation and to describe opinions that are held on current practices and challenges of decision making in PFS, in which quantitative research approaches were used.

3.3 Sources of Data

To enhance the quality of data Primary sources were employed for the study. Both qualitative and quantitative data were used in the study **Structured and semi-structured interviews were prepared and an interview was conducted with different level of managers.**

3.3 Data Gathering Tools

The data collection was carried out by the use of interview guides, questionnaires; to understanding of individual perception, behaviors, attitudes, values and actual practices and challenges would be obtained by the interviews carried out on decision makers. The questionnaires were administered for case team leaders. The structured closed ended five stage Likert's scale questionnaires were distributed for employees purposely elected in PFSA organizational structure.

3.4 Sample and Sampling Techniques

This study has been conducted on the total population of 95 Deciders and 116 Employees level 12&13 from Head office and 10 branches. .The sample was collected of which 35 and 60 are Directors, Hub Mangers and case team leaders from Head Office and 10 branches. The sample size of the study had determined by proportionate random sampling. The sample population are elected 86 using proportionate sampling. .

Sampling size determination

$$1. D/TP=(RP)= 35/211=0.166$$

$0.166*35= 6$ this is the sample proportion of the directors from the total population of 35 so the rest description has been done based on this equation.

Table3.1 Record office of PFSA HRM Directorate, 2014/2015

No	Description (D)	Total population(TP)	Rate of proportionate (RP)	Proportionate sampling (SP)
1	Directors and Hub Mangers	35	0.166	6
2	Case team leaders	60	0.28	17
3	Employees level 12&13 (This employees level selected purposely, because they will be future leaders in the agency organizational structure	116	0.55	63
	Total(TP)	211		86

3.6 Methods of Data Analysis

The method of data analysis after ascertaining the reliability of the instruments, The questioners distributed and collected the data from the participants. The data analysis of the study has been done by Statistical Package for Social Science version 16 (SPSS) for analysis would be used for descriptive statistics. Then analyzed data was grouped into tables to the findings. Based on the findings and the decision making theories and principles try to generalized the conclusion finally based on the findings and the conclusion I proposed a recommendation to solve the problems.

3.7 Ethical Consideration

According to Bryman and Bell (2007) ten Principles of ethical considerations have been considered. The research should not be subjected to harm anyone who involved in this research and respect the dignity and full consent of the participants and also keep ensuring the privacy of the research participants. The study has ensured adequate level of confidentiality of the research data and anonymity of individuals and organizations participating in the research. Any deception or exaggeration about the aims and objectives of the research avoided. Affiliations in any forms, sources of funding, as well as any possible conflicts of interests declared. Any type of communication in relation to the research should be done with honesty and transparency. Any type of misleading information, as well as representation of primary data findings in a biased avoided.

Chapter Four

Data Analysis, Presentation and Interpretation

This chapter focuses on analysis, presentation, and interpretation of data collected from two groups of purposely selected respondents mentioned in the methodology part of the paper. In group one employees in grade twelve and thirteen categorized and branches managers, directorate Directors and case team coordinators (Deciders) in group two. The data collected mainly through questionnaire and structured interview. In addition to the respondent's general background ten intentionally selected decision making factors employed to assess the real practices and challenges of decision making in PFSA. The quantitative data was analyzed using Statistical Package for Social Science version 16 (SPSS) it would be used for descriptive statistics. The qualitative data collected were processed by using frequency and percentage expressed in words. In view of that, the discussions were made to indicate the results. The discussion then has attempted to accomplish all the objectives outlined in chapter one through descriptive analysis. The statistical method of analysis has been discussed, which included in a descriptive.

4.1 General characteristics of the Study population.

As it was mentioned in the methodology part of the paper, target focused questionnaire and structured interview were designed and distributed to the respondents. The amount of distributed and returned questionnaire is presented in the following table.

No	Respondents category	Distributed Questionnaire	Returned questionnaire	percentage of returned questionnaire
1	Employees in Grade twelve and thirteen in job level	63	63	100%
2	Directors and Hub managers	9	9	100%
3	Case team coordinators	14	14	100%

Table 4.1 Questionnaires were Distributed and Returned.

The demographic characteristics include gender, level of education, job level, marital status, Working experience and the age of the respondents. These aspect of the analysis deals with the personal data of the respondents in the questionnaires given to them. The table below shows the details of background information of the respondents.

Table 4.2 General Information of the Population and Respondents

Characteristics		Frequency	Percent%
sex of the respondents	Male	46	73
	Female	17	27
	Total	63	100
The marital status of the respondents	Married	31	49.2
	un married	32	50.8
	Total	63	100
The educational level of the respondents	Diploma	2	3.2
	First Degree	36	57.1
	Second Degree	16	25.4
	Missing system	9	14.3
	Total	63	100
The job level of the respondents	Grade twelve	38	60.3
	Grade thirteen	25	39.7
	Total	63	100
Working experience of the respondents	Lesson than two Years	10	15.9
	2-4	11	17.5
	4-6	9	14.3
	6-8	28	44.4
	Above 9 Years	1	1.6
	Missing the system	4	6.3
	Total	63	100
The age of the respondents	Minimum	24	
	Maximum	49	
	Mean	36	

The sex distribution of the sample respondents were found 46 (73%) were males and 17(27 %) were females of the total respondents. This implies that the proportion of male employees was more than female employees in the agency. The marital status of the respondents 31(49.2%) were married and 32(50.8%) were unmarried. Which indicated that the proportionate of the marital status of the respondents nearly the same. The minimum, maximum and mean age of the respondents was 24, 49 and 37 respectively. Regarding the respondents level of education, 2 respondents (3.2%) percent were diploma level, 36 (57.1%) were first degree graduates and 16 (25.4%) and (9%) of the respondents were missed to express their level of education. The survey result has shown that, most of the study employees were degree holders. It is possible to say that the majority of respondents have ample understanding of the role of decision making practices in the organization performance. With regard working experience years 10(15.9%) of the respondents were less than 2 years working experience, 11 (17.5 %) of the respondents were 2-4 years, 28 (44.3 %) of the respondents were 4-6 years, 1 (1.6%) of the respondents are above 8 years were 6-8 years and the rest 4(6.3) were missed to answer the working experience. The result shows majority of the respondents have adequate experience (4-6) years 44.4% judge practices and able to identify the potential challenges in decision making practices.

4.2 Data Analysis Pertaining to the Findings of the Study.

This section is a data analysis section for basic research questions. The descriptive statistics calculated on the basis of the purposely selected decision factors that in relation to decisions theories and principles that critically reviewed in chapter tow. The basic research questions analyzed based on Objective type questioner prepared for employees and the structured interview for deciders in PFSA Oregano gram. The decision making practices and challenges expressed in terms of frequency, percentage and description of words. The mean and the standard deviation described the extent of the selected decision making factors related to theories and principles of decision making. Decisions are base for realization of the implementation of organizational Objectives (Drucker, 1999).

4.2.1 Factors Affecting Decision Making Practices

No	Statements	Strongly disagree		Disagree		Not sure		Agree		Strongly agree		M		T	
		F	%	F	%	F	%	F	%	F	%	F	%	F	%
1	Structure	10	15.9	5	7.9	20	31.7	17	27	11	17.4	0	0	63	100%
2	Approaches	11	17.5	10	15.9	10	15.9	15	23.8	18	28.6	0	0	63	100%
3	Decision Types	2	3.2	17	26.9	10	15.9	32	50.8	2	3.2	0	0	63	100%
4	Organization Politics	10	15.9	8	12.7	15	23.8	12	19.1	18	28.6	0	0	63	100%
5	Accountability	30	47.7	13	20.6	10	15.9	4	6.44	6	9.52	0	0	63	100%
6	Time	9	14.3	28	44.3	16	25.4	10	15.9	0	.0	0	0	63	100%
7	Skills	17	26.9	16	25.4	17	26.9	12	19.4	1	1.6	0	0	63	100%
8	Confident	0	0	17	27	17	27	24	38.1	5	7.9	0	0	63	100%
9	Information	0	0	11	17.5	5	7.9	22	34.9	25	39.7	0	0	63	100%
10	Communication	16	25.4	16	25.4	10	15.9	16	25.4	5	7.9	0	0	63	100%

Table4.2.3 Decision Making Factors Responses

4.2.1.1 Structure Dimension

Organizational structure came about to simplify decision-making. The typical organization chart depicts a hierarchy of authority starting with Director General, deputy Directors, Directors, branches managers and case team coordinators which are arranged in order of appropriate information flow in the organization (Fayol, 1916). In the interest of assessing the effect of structure in decision making practices respondents were reflected their level of agreement. Accordingly, the following table shows their reply.

Organizational structure has been shown the right power assigned to an executive or a manager in order to achieve certain organizational objectives. As the above table indicates, the majority of the respondents are responded 28(44.4%) percent strongly agree Decision authority of PFSA highly concentrated in Head Office. This result shows that the decision authority did not decentralized as compare 15(23.8%) of the respondents those strongly disagree on decision authority is highly concentrated in Head Office. Organizational structure has been shown the right power assigned to an executive or a manager in order to achieve certain organizational objectives. A manager will not be able to function efficiently without proper authority. Authority is the genesis of organizational framework. It is an essential accompaniment of the job of management. Without authority, a manager ceases to be a manager, because he cannot get his policies carried out through others.

4.2.1.2 Decisions Making Approaches Dimension

From the above table 25(33.4%) disagree and 33(52.3. %) agree the respondents responded the decision practices found to be more of individualistic (autocratic) than collective and/or participative respectively. The result of the survey indicated that the majority of decision making practices not participatory. Group approach the group tends to make the decision together by analyzing the different alternatives that fits their objective (Schmids, 2005). This implies that since majority of the decision carried out individually it needs additional time relatively high time to communicate the implementers, which also have contribution for delays of decision making Practices.

4.2.1.3 Types of Decision Making Dimension

Accordingly an employee's replied on this rule based decisions 19 (29.12%) disagree and 34(54%) agree respectively. The rest of the 63 respondents decisions not sure on the statements. The result indicated that program type decision was limited and unstructured type decision take time due to the process of decision making. So even if the issues are trivial it takes time that contributed dalliance of decision making.

4.2.1.4 Organization Politics Dimension

According to the data responded the decision making practices are highly dominated by individual power and interest supported out of 63 respondents by 30(47.9%) and not supported by 18(28.5%) and 15(23.8%) are not determined whether the individual's power and interest or not. The result implies that the majority of decision making significantly dominated by individuals interest and power means the practiced decision in question related the policy of decision making.

4.2.1.5 Accountability

There is a consistent practice of holding poor decision makers accountable and responsible for the negative effects of their decision disagree by 43(68.3%) respondents. and agree by 10(15.9%). The rest of the respondents 10(15.9%) not decide. Every employee/manager is accountable for the job assigned to him. He is supposed to complete the job as per the expectations and inform his superior accordingly (Nooraie, 2001). So the result indicated that deciders not give attention to complete the assigned task on time by making an appropriate decision. Accountability is the obligation of an individual to report formally to his superior about the work he has done to discharge the responsibility.

4.2.1.6 Time dimension

Decision practices carried out fairly on timely base. Strongly disagree and disagree by 37(58.8) and only 15.9% of the total respondents agree on decision practices carried out fairly on timely base 16(25.4%) not give one of the either disagree or agree fairly on time base. The result shows there is delay in decision making practices.

4.2.1.7 Skills

Nearly all deciders have basic decision skills and experiences to make as rational decision as possible in their respective position 33 (52.4%) respondents disagree on this statement. And 13(20.5%) replied agree on the statement, the rest of the respondents 17(26, 9%) not sure to respond the answer. The result indicated majorly the practiced decision not followed the basic decision making process and more focused on intuitive type decision practices.

4.2.1.8 Confident Dimension

There is lack of self confidence in decision practices on the part majority decision makers statement disagree by 17(27%) respondents and also 17(27%) respondents not sure on the confidence inquiry statement. 29(46.4%) out of the respondents agree There is lack of self confidence in decision practices on the part majority decision makers. The result shows there is fear to make **decision** on time or the deciders more of risk averters.

4.2.1.9 Information

According respondents there is a sign of adequate provision of complete and timely information for decision makers are strongly disagree, Disagree, Not sure, agree and Strongly Agree (0%), 11(17.5%), 5(7.9%), 22(34.9%) and 25(39.7%) respectively the result implies the accessibility of information is relatively low 'which the deciders not be able to take decision on time. so inadequacy of information one of the factors for delay of decision in appropriate time. When the information that is generated is accurate, timely and relevant, it will go a long way in helping the organization to realize its goals and in better decision-making. Lack of information leaves a manager floating in a sea of uncertainty. Not only this, most decisions involve too many complex variables for one person to be able to examine all of them fully (Saaksh, 2008).

4.2.1.10 Communication Dimension

It is not easy to get decisions communicated and accepted for immediate Implementation. The statement strongly disagree and disagree 16(25.4%) and 16(25.4%) respectively. 10(15.9%), 16(25.4%) and 5(7.9%) not sure, agree and strongly disagree respectively. The manager should, therefore, take care to communicate all decisions to the employees in clear, precise and simple language. Effective communication skills are essential for success especially when a decision has to be made. Every manager should be looking to improve their decision making skills and communication skills(Fong,& Kwok, 2005) the role of management is to take these decisions, communicate with all the directorates in the organization that are involved, and make the right decision.

4.2.2 Issues Regarding Challenges in Decision Making Practices of PFSA

The challenges of decision have been originated from the practices of decision making. To assess and understand the existing challenges the ten decision factors (structure, decision approach, types of decision, organization politics, accountability, confident, time, information, skill and communication) employed to compare to the decision making principles and theories. The above ten table's data employed to analysis of decision the challenges that faced the decision makers in decision making practices. The challenges of decision making emanates from the above purposely selected factors. One of the challenges the respondents replied un clarity of the decision empowerment level related the assigned roll and responsibility.

One of the respondents responded about the challenges of decision practices:- The challenges of decision making at branches level is the manifestation of problems at agency level. That is, though, the organization has a clear and sound legal authority that enables it to effectively manage its activities since its inception, it was unable to scientifically undertake the basics of contemporary decision making process like organizing and selecting different decision alternatives , directing and controlling in clear and transparent manner in decision making practices . It does not have sound guidelines, policies and procedures that address the unique nature of the organization to making sound and effective decision. As a result, rather than proactively manage its activities most of resources are wasted due to pass the time on decision making practices. Actual there are numbers of challenges that emanate from the dimension of

decision making that make resistance to make effective decision by each deciders in each position. For example decision making authority, which did not give adequate empowerment of deciders posts for decision making.

Centralized organizations are characterized by one-way, top-down communication. This form of communication leads to decisions that reflect the knowledge and priorities of the upper echelons of the organizations. Some of the challenges stated by the respondents are scarcity and clarity of information from the expected source to make timely decision which associated with clarity of scope decision making definition for all posts in the organization , Inadequate and non uniform commitment towards the mission of the organization, Low motivation and alignments matrix in the organization, frequent urgent tasks and push oriented organizations emergent demands, sometimes holding information ,Inadequate organization working manuals, guidelines, procedures and emotionally driven directions , Weak link among different structure and work stations .unclear direction from central office, Time constraints ,interference from higher levels, very delayed responses from higher level, lack of encouragements, lack of feedback, financial & resource constraints, professional capabilities, Man power, high control & interference of some parties which can affect confidence to make decision on time with complete direction. Communication is improved when everyone in the decision-making process feels that their contribution is being respected. In a harsh or judgmental environment, some people will not communicate their thoughts and feelings because they fear negative reactions

4.2.3 Issues Regarding the Extent of Decision Making Factors that Influence the Decision Making Practices.

This section of the study analysis answer objectives of assessing the level of decision making practices dimensions in PFSA .Which calculated on the basis of the decision making factors included in study questionnaires. The measures of central tendency and dispersion results obtained from the sample respondents

Mean and Standard Deviation of Decision Making Factors Data Report

Table 4.13: Decision Factors Extent Responses

Factors	N	Mean	Std. Deviation
Structure	63	4.2190	4.90657
Approach	63	3.2981	1.22578
Types of decision	63	2.6949	.79338
Organizational policy	63	3.4788	1.40909
Decision impact	63	3.3349	3.76182
Accountability	63	3.0655	1.04637
Time	63	2.8367	.89412
Confidence	63	2.8197	1.19035
Information	63	3.1489	1.24685
Skill	63	2.9236	.56384
Clarity	63	2.6961	.97508
communication	63	2.8197	1,19035
Over all decision making	63	2.8911	1.59

4.2.2.1 Extents of Decisions Factors Influence the Decision Making Practices

The summary of the descriptive statistics, were shown in table. The result has shown the 12 decision making practices factors with a mean and standard deviation. over all decision making practices Structure (M=4.21, SD=4.901), approach (M=3.29,SD=1.22), Types of decision (M=2.69,SD=0.79), organization policy (M=3.43 SD=1.41) Decision impact (M=3,33,SD=0.3.76), accountability (M=3.07 ,SD=1.05), Time (M=2.83,SD=0.89), confidence (M=2.82,SD= 1.19), information (M=3,15,SD=1,25), skill (M=2.92,SD=0.563), clarity (M=2.69 ,SD=0.975), communication (M=2.81, SD=1.19),

In order to determine the level of descriptive statistics of the study Best (1977) was applied which is on a five point Likert scale, the mean score from 1-1.8 is lowest, from 1.81-2.61 is low, from 2.62-3.41 is average/moderate, from 3.42-4.21 is good/high and from 4.22-5 is considered very good/ very high.

The mean of overall Decision making e moderate mean level that contribute for effective decision making practices in the result data Practices (2.89) level in PFSA is moderate /average. The factors that have are the pervious decision impacts, approaches, types of decision the accountability on conducting decision result, time pressure on urgent issues to make decision, the confidence of decision makers to give an appropriate decision in urgent and complex scenario, Deciders faced challenges accessibility of information on time to make timely decision, skill of deciders to make effective decision making practices, clarity of decision for decision implementation and clarity of decision to communicate the decision were have moderate level in overall decision making practices .The decision structure(authority) and organizational policy are high/good for decision making practices in PFSA.

4.2 4 Analysis of Data Obtained Through Interview

To gather more information about decision making practices response twenty three deciders in different decider's position interviewed on structured interview questions were forwarded to purposely selected deciders in the Agency. Accordingly the interviewee's the existing decision practices report responded to the questions are depicted briefly as follows:-

4.2.4.1 The Existing Decision Making Practices in PFSA

Deciders at a position of middle and operational levels (23 respondents) replied on the interview questions about the current decision practices compare to the selected decision making factors(structure, organizational politics and policy ,time, information, skill, clarity, communication, approach ,type of decision). Organizational structure can be quoted as an organization that pursues a highly centralized decision where practically everything is decided by senior managers at head office which was influencing the performance of the organization.

There is little power for the lower level. For example in case of recruitment the branches mangers only responsible for below grade 9 positions, in approving financial transaction responsible only for less than 100,000 (One Hundred Thousands birr only) but the finical transaction at a branch levels more than 7 million birr.(source), so the deciders in agency; on deciders position did not empower on an appropriate decision power.

Eighteen (18) of the interview respondents responded that the participation of decision involvement minimum due to less delegation of power. The Majority of the decision practices authoritarian approach type , there is less involvements of stake holders.

There is proactively prepared guide line to make decision on book type, decision like recruitment and procurements of supply, but the decision practices accordance with the pre defined result. Most of the time not accordingly pre decide decision. Some time the nature of the business need an urgent and situational decision practiced. The deciders (17) of the respondents replied that the confidence of decision makers in decision making practices in questionable .Excessive informal communication channels, the level of decision impact and complexity, the huge amount of cost , Incomplete and inadequate information challenged on the confident of the deciders . The uncertainty of the decision outcome pushed the urgent decision to the committees to reduce the risk. There has been unnecessary delay to make decision due to fear and lack of confidence,

According to 21 respondents from the 23 respondents replied decision making practices regarding time, even trivial once lag far beyond one could expect. The level of decision skill of nearly for all deciders has short come to make sound decision. Based on 15 interview respondents though this has to be confirmed by a research, empirical observation shows that

some decision made by majority of deciders in different position level (authority) is seen as a source of conflict between, individuals and different work unit of the organization. From these, one can infer constrained decision skill. There are sometimes ambiguities to lead the practiced decision according to the decision message. According to the respondents on the interview question there is poor availability clear, complete and timely information to make rational decision on time. There is minimal transparency and decision made are seldom communicated, In general, the above mentioned attributes(factors) that aid the quality of decision making practices that enable achievement organizational objectives.

4.5.3.1 Delegation of Decision Authority

Even an organizational structure shows some degree of power devolution for each position of the decision authority the existing situation shows the authority more empower at high level. 17 Seventy of the deciders from out of 23 respondents on interview answered the level of delegation of decision authority for deciders to respond their responsibility not adequate e compare to the expected responsibility of the decision makers. Managerial posts in the middle level are not clear as expected in the job description. The devolution of decision is limited. Most of decision requires permission from central office. Depend on the risk of the issue sometimes the deciders give some delegation of decision making power for employees to speed up the performance of the directorates. According to five respondents out of 23 , they stated that they gave delegation power only for the technical staffs such as distribution or forecasting coordinator. They try to check and balance what was decided in absence by revised selected letters.

4.5.3.2 Accountability

Fourteen of the respondents out of twenty three replied that they accountability is basically

Emergences from the responsibility invested on a person. On most of the wrong turns serious majors have been taken until court. To the same extent there are areas which didn't get the matching accountability which may create unwanted negative effect on future adherence to policies. According to 17 respondents on the interview the accountability for conducting decision result not visible.

Chapter five

Findings, Conclusions and Recommendations

This chapter deals with the summary of major findings, conclusion drawn up from the findings and recommendations that are based on the conclusion arrived at.

5.1. Findings

The study was conducted in Ethiopian Pharmaceutical Fund Agency (PFSA). The main propose of this paper is to assess the practices and challenges in decision making. Accordingly, the following are the major findings of the study:

- Organizational structure has been shown the right power assigned to an executive or a manager in order to achieve certain organizational objectives. The study results showed that the decision practices influenced on the structure of the Agency. The finding result indicated that decision authority of PFSA (58.7%) concentrated in Head Office level. According to the respondents responded 78.3 % (18) the middle and operational level of deciders have minimum delegation of power. Authority is the right to give orders and the power to exact obedience (Fayol, 1916).
- The majority of decision practices (50.9%) an authoritarian type decision practices seen in PFSA .(33.3%) of the deciders decision making practices seems as a group type approach, and 15.8% not sure
- There is few number of prepared guide line to make on the book type like recruitment and procurements of supply, the findings indicated 29 (46%) more inclined non program type practices of decisions. Only 12(19.1%) of practiced decision program type decision. 22(34.9%), not able to categorized.
- . The finding result indicated 30(47.9%) of the decision practices highly dominated by individual power and interest, 15(23.8%) not sure, 18(28.5%) of decision practices not dominated by individual power and interest. Power and politics play a huge roll in organization from governing how decisions are made to how employees interact with one another((Douglas, 2007)

- The study result showed 43(68.3%) accountability did not exist for poor decision making practices. Only 10 (15.9%) support the existence of accountability for conducting decision making practices. The non existences of accountability lead to some deciders not bother not to make decision with reasonable time intervals. Accountability is the obligation of an individual to report formally to his superior about the work he has done to discharge the responsibility on time (Nooraie, 2001).
- The result of the study 37(58.7%). the decision practices are carry out not on reasonable time. There is delayed decision practices .even trivial once lag far beyond one could expect 10(15.9%) of the decision practices did on time.
- There is significant limitation on decision making skill to make an effective decision practices. 24(38.1%) decision makers does not have adequate skill to make sound and rational decision to responded their responsibility. 17(27%) deciders have basic skill and the rest of them 22(34.9%) not sure .
-
- There were challenges to get clear, complete and accurate information to make sound and rational decision making practices. The finding indicated that 74.6% of decision practices carried out of complete information which led to a number of unclear decisions for implementation.
- The study result shows 50.8% the decision practices not easily communicate to followers.
- Majority of the decision practices challenges emanated from the purposely selected factors. The level of decision empowerment not appropriate related to the assigned roll and responsibility of the deciders in the middle and operational level. One of the problems in decision making practices the participation of the lower level deciders were too low which created resistance to communicated the decision messages for implementation. Centralized organizations are characterized by one-way, top-down communication. This form of communication leads to decisions that reflect the knowledge and priorities of the upper echelons of the organizations.,
- The challenges of decision making at branches level is the manifestation of problems at agency level. That is, though, the organization has a clear and sound legal authority that enables it to effectively manage its activities since its inception, it was unable to

scientifically undertake the basics of contemporary decision making process like organizing and selecting different decision alternatives , directing and controlling in clear and transparent manner in decision making practices. adequate and non uniform commitment towards the mission of the organization, Low motivation and alignments matrix in the organization, frequent urgent tasks and push oriented organizations emergent demands, sometimes holding information ,Inadequate organization working manuals, guidelines, procedures and emotionally driven directions , Weak link among different structure and work stations .unclear direction from central office, Time constraints ,interference from higher levels, very delayed responses from higher level, lack of encouragements, lack of feedback were the major challenges in the decision making practices.

- The level of the decision type and complexity, the amount of asset need for decision judgment, the amount of transaction capital and holding information, inadequate experiences of leader ship and the nature of enormous amount of procurement risk and. Unnecessary delay due to fear and lack of confidence, great challenges to make sound and timely decision.
- practices Structure (M=4.21, SD=4.901), approach (M=3.29,SD=1.22), Types of decision (M=2.69,SD=0.79), organization policy (M=3.43 SD=1.41) Decision impact (M=3.33,SD=0.3.76), accountability (M=3.07 ,SD=1.05), Time (M=2.83,SD=0.89), confidence (M=2.82,SD= 1.19), information (M=3.15,SD=1.25), skill (M=2.92,SD=0.563), clarity (M=2.69 ,SD=0.975), communication (M=2.81, SD=1.19), the level of factors related to the decision theories and principles the study findings overall Decision making Practices (2.89) level in PFSA is moderate /average. The factors that have moderate mean level that contributed for effective decision making practices were approaches of decision making , types of decision making , the accountability on conducting decision result, time pressure on urgent issues to make decision , the confidence of decision makers to give an appropriate decision in urgent and complex had moderate level..The decision structure (authority) and organizational policy are high level influencing the decision making practices in PFSA.

5.1.1 Summary of Major Findings

- ✿ Decision Authority of PFSA (58.7%) concentrated in Head Office level
- ✿ The middle and Operational level of Decision Makers not have adequate delegation of power. 18(78.3 % ,Source interview survey)
- ✿ The finding result indicated 30(47.9%) of the decision practices dominated by individual power and interest. The study result showed 43(68.3%) accountability did not exist or too minimum for poor decision making practices result.
- ✿ There were challenges to get clear, complete and accurate information to make sound and rational decision making practices. The finding indicated that 74.6% of decision practices carried out of complete information which led to a number of unclear decisions for implementation.
- ✿ Decisions were made under time pressure or time constraints that hinders with a careful consideration of the options and consequences.
- ✿ There is a delayed decision practice even trivial once lag far beyond one could expect.
- ✿ The research finding showed more of individualistic decision making approach (autocratic) than participative approach. It's challenged to communicate for the implementers or take time to explain the decision practicality.
- ✿ The study result showed 43(68.3%) there was no significant accountability for conducting decision result in relation to assigned duties
- ✿ The decision making practice are found to be extremely influenced by organization politics

5.3. Conclusions

Based on the study literature review and the conducted research on topic the practices and challenges in decision making finding leads to following conclusions.

- ✿ The decision making practices of PFSA were the decision authority concentrated at the head office so delegation of authority at the middle and operational level of Deciders too low to responded the assigned roll and responsibility. Decision making under time pressure could be very disastrous, as it only solve an immediate problem but could lead to a bigger problem. The decision making practices lack of information which increased the uncertainty of the practiced decision. Majority of the practices decision carried out not participated that increased the effort to communicate for implementation. The decision skill to make sound and rational decision is not adequate in relation to the assigned position. The complexity of the business and the organization politics increased fear and unconfident the lower level decision makers even to make trivial decisions.
- ✿ The challenges of the decision practices were found in the research result sthe decision structure which did not empower the middle and operational level mangers to take an effective decision based on their roll and responsibility was given., lack of apprpore information from the concerned body also other challenge to make decision based on the visible facts , the skill of the deciders one of the challenges to take decision in the context of the agency mission, the time pressure to for urgent issues also one of the others challenges,
- ✿ . Since the decision powers are concentrated at the center which leads to one-way, top-down communication. Communication of decision messages for implementation other factors that the middle and the operational deciders faced of the superior rank of the organizations
- ✿ . Decisions were made under time pressure or time constraints that hinder with a careful consideration of the options and consequences.
- ✿ When people lack adequate information or skills, they may make less than best possible decisions.

- ✿ The research finding shows more of individualistic decision making approach (autocratic) than participative approach. It has challenges to communicate for the implementers or take time to explain the decision practicality.
- ✿ The study result shows 43(68.3%) there is no significant accountability for conducting decision result in relation to assigned duties
- ✿ The study will assist organizations in becoming aware of the decision options available, in order to improve on the delivery of pharmaceutical services in the health sector
- ✿ Stake holders would be interested in results of such a study which improve sourced and disseminated, relevant information for effective decisions.
- ✿ Decision authority is an essential accompaniment of the job of management. Without authority, a manager ceases to be a manager, because he cannot get his policies carried out through others.
- ✿ Organizational politics affect the decision making
- ✿ The decision making practice are found to be extremely influenced by organization politics
- ✿ Middle and Operational levels deciders did not have an appropriate decision making power related to the assigned roll and responsibility.
- ✿ Decisions were made under time pressure or time constraints that hinder with a careful consideration of the options and consequences.
- ✿ The decision making practices more of individualistic approach (autocratic) than participative approach
- ✿ The decision making skills of the deciders are minimum compare to the assigned responsibility.
- ✿ The accountability on bad Decision making results too little.
- ✿ There was unreasonable delay on the decision making Practices.

5.4 Recommendations

Based on the findings and conclusions of the study, the researcher forwards the following recommendations to the management of the agency and suggestion for other researchers.

- ✿ The Agency decentralizes the decision authority till the lower level in the agency structure.
- ✿ PFSA administrators should be redesigning and restructuring of structure based on the work volume throughout the organization starting from the Director General to case team level.
- ✿ PFSA administrators should revised the information system that hinders the deciders to make sound and rational decision on expected time with complete message that easily communicate for implementers.
- ✿ PFSA administrators should prepare decision making skill development program.
- ✿ PFSA administrators should be Strength the accountability for the assigned responsibility by giving an appropriate Authority.
- ✿ The policy makers take it as an input for further research and that will contribute for organizational leaders to improve the evidence based decision making practices in Pharmaceuticals sector.
- ✿ PFSA administrator should be crate aware nesses and measure to ensure the accountability of the deciders on the practiced decision outcome. .
- ✿ Factors affecting practices of decision making need more empirical research is required before any perfect conclusions can be reached.

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Appendices

I

ST. MERRY UNIVERSITY

**MASTERS OF BUSINESS ADMINISTRATION
MBA PROGRAM**

Dear Participants

My name is Anduaem Mushago . I am a postgraduate student in the Department of Management: MBA program at St. Merry University. Now I am conducting a research in the area of “Practices and challenges in decision making in PFSA to improve decision quality.

. Therefore, your answers are very important and valuable for the successful completion of the study.

Please fill out all of the questions to the best of your knowledge accordingly the questions require. The information you provide will be kept confidential and will be used for this research purpose only.

Thank you very much for your cooperation in advance!!!

II General Instructions

- There is no need of writing your name
- In all cases where answer options are available please put “X” in the appropriate box

PART One: General information /personal characteristics

How old are you? (Years)

18 –25 () B) 26 – 35 () C) 36 – 45 () D) 46 –55 () E) 56 –59 () E) If any specify (-----)

Gender; A) Male () B) Female ()

The marital status Of the respondents A) Married B) Unmarried

3. Educational Background;

A) Diploma () B) First Degree () C) Second Degree () C) Other (please specify)

4. Job level-----

5. Working Experience A) Lesson than two Years B) 2-4 Years C) 4-6 Years
D) 6-8 Years E) Above 9 Years

Objective of the study;

The purpose of the research is for the partial fulfillment of my academic development to analyze and examine the Practices and challenges of Decision Making impacts on PFSA performance.

Interview Questioner for Ice Breakers

1. Tell me a little bit about your age, background, education and experience as it relates to this position.
2. What are your greatest strengths and limitation in this position towards decision making practices?

II, Interview Questions on Decision making Practices

1. How do you explain the existing decision making practices in PFSA related to the following factors that contribute to the quality of decision making?

- a. Decision making authority
- b. Decision approach
- c. Confidence on decision making
- d. Timely decision practices
- e. Decision skill
- f. Types of decision
- g. Availability of information
- h. accountability
- i. Organization politics
- j. Decision communication

2. Tell me what are the toughest challenges in current Decision making practices in your position level and at the agency level?

(Hint, Related to complete information ,time pressure, clarity on direction, working environment ,guide line and others factors may you help to show the challenges....)

3. Tell me to what extent devolution of decision authority has given for deciders (directors/coordinates) to respond their responsibility?

4. At what extent accountability exist on wrongly conducted decision making practices?

5. Tell me about an unpopular decision you or your immediate bBoss made. What do you do?

6. How much leeway do you give your employees to make decisions? How do you still maintain control

Thank you so much for your responses

III / Part II. Current Decision practices questionnaire (CDPQ) for employees

Instructions: Please tick \surd the number that you feel most appropriate, using the scale from

1 to 5 (Where 1 = strongly disagree, 2 = disagree, 3= neutral, 4 = agree and 5 = strongly agree)

You may rank 1, 2, 3, 4, or 5, Please circle or Highlight your answer in bold.

1. Strongly Disagree ← 2 3 4 → 5. Strongly Agree

code	Decision Indicators	1	2	3	4	5
	I. Decision Making Authority (A)					
A1	<i>Employees know clearly the authority of Decision makers in each position.</i>					
A2	<i>The practiced decisions empowers other to act</i>					
A3	<i>Directors and case team coordinators in PFSA have authority to make decision on their position</i>					
A4	<i>Decision authority has delegated for each level of hierarchy</i>					
A5	<i>The employees clearly known who is responsible to make decision on specific issues</i>					
	II. Decision Approach(DA)					
DA1	<i>Majority of Decision practiced in PFSA give the impression of authoritarian approach</i>					
DA2	<i>The practiced decision has been conducting based on utility in which you operate.</i>					
DA3	<i>The practiced decision has given more emphasis on maximized approach than satisfactory approach.</i>					
	III. Decision Making Procedures (DP)					
DP1	<i>The organization has clear procedure for deciders to make decisions</i>					
DP2	<i>All people who have a stake in or knowledge involve about the topic to make decision</i>					

DP3	<i>Majority of Decision practiced in PFSA pass through adequate analysis of a finite set of alternatives.</i>					
DP4	<i>The current practiced decision has influenced by the pervious decision practices structure (FARMID)</i>					
DP5	<i>Practiced Decision –making process were based on hunches’ or intuition.</i>					
DP5	<i>Employees are felling deciders in organizational Hierarchy most of the time make rational and sound decision for assigned position.</i>					
DP6	<i>majority of practiced decisions has followed a fair and proper procedure to make best decision</i>					
DP7	<i>There is culture in Decisions making process to involve employees</i>					
DP8	<i>It seems that Your immediate Boss made the decision on the basis of detailed analysis and objective criteria.</i>					
DP9	<i>The organization has clear procedure for deciders to make decisions</i>					
	IV. Decision result on organization performance(DRP)					
DRP1	<i>Majority of Practiced Decision have positively impacts in organization climate</i>					
DRP2	<i>Majority practiced decision in PFSA has a wide positively impact on employees-management relations</i>					
DRP3	<i>Majority practiced decision in PFSA has a wide positively impact on organizational commitments</i>					
DRP4	<i>Majority practiced decision in PFSA has a wide positively impact on job satisfaction</i>					

DRP5	<i>Most of the PFSA employees are satisfied with practiced decision on the issues of employees management</i>					
DRP6	<i>The practiced decision on Promotion in PFSA is fair and transparent.</i>					
DRP7	<i>You fell decision making practiced in PFSA is consistence and transparent</i>					
	V. Timely Decision practices(TD)					
TD1	<i>There is timely Decision practices trends</i>					
TD2	<i>Decision are taken when they are needed</i>					
TD3	<i>Majority of practiced Decision has conducted on realistic deadlines.</i>					
TD4	<i>The decision-making Practiced is limited by available time</i>					
	V. Decision skills (DS)					
DS1	<i>Majority of Deciders with decision authority in PFSA have the skills and experience they need.</i>					
DS2	<i>Majority Deciders in PFSA have enough ability to understand situations and predict the future.</i>					
DS3	<i>. The decision making on problem to perform management function in PFSA based on explicit and measurable criteria.</i>					
DS4	<i>Personal opinions and experience were very important in PFSA to making decision.</i>					
DS5	<i>You have trusted majority Deciders have basic Decision skills for their position</i>					

DS6	<i>Most of the time Decision practiced based on Personal opinions and experience</i>					
DS7	<i>Majority Deciders in each position in PFSA have skills and experience they need</i>					
DS8	<i>Deciders in each level in the organization have capabilities and decision-making skill to make difficult decisions</i>					
DS9	<i>Deciders have basic Decision skills for their position</i>					
DS10	<i>Majority Deciders in PFSA have enough ability to understand situations and predict the future.</i>					
DS11	<i>All Deciders in PFSA get a chance to take training specific to Decision skills.</i>					
DS12	<i>You fell decision making practiced in PFSA is consistence and transparent</i>					
TD2	<i>PFSA has highly structured environment to make with established Goals and channels of information to make programmed Decision making.</i>					
TD3	<i>The decision practiced is depended on group or committee decision judgment</i>					
TD4	<i>Most decision practiced in PFSA is conducted accordance with a relevant established guideline and procedures.</i>					
TD5	<i>There are fundamental rules that shape Deciders to making decision in the everyday management.</i>					
TD6	<i>Majority the practiced Individual deciders decision techniques based on Decisional balance sheet(listing the advantages and disadvantages (benefits and costs, pros and cons)</i>					
	VII. Clarity on Decision (CD)					
CD1	<i>The majority Decision practiced in PFSA has clarity for execution</i>					

CD2	<i>There is decision checking habit to ensure all conditions have been considers for practiced decision.</i>					
CD3	<i>The Practiced Decision carried out biased on personal agenda.</i>					
	VIII Confidence on practiced Decision (CD)					
CD1	<i>You are feeling more confident and trust the decision practiced in PFSA.</i>					
CD2	<i>Deciders are encouraged to take decision with confidence because Employees have good will and trust on his judgment</i>					
	IX .Availability of information (AI)					
AV1	<i>The Majors difficulty in decision making the access of complete information</i>					
. AV2	<i>There is provision of complete information to the decision makers in the agency.</i>					
AV3	<i>The deciders gathered all relevant information to before make decision</i>					
AV4	<i>Discussion and analysis focused on the information that was most easily available.</i>					
AV5	<i>Discussion and analysis focused on the information that was most easily available.</i>					
AV6	<i>The decision-making Practiced is limited by available information,</i>					
AV7	<i>The decision-making Practiced is limited by available information,</i>					

	<i>X Decision communication</i>					
<i>DCo1</i>	<i>The practiced decision results the commitment of resources and reputation of the organization</i>					
<i>DC02</i>	<i>Organization climate conducive in the processes of decision making</i>					
<i>DCo3</i>	<i>The practiced decision in PFSA supported with effective communication to subordinates that have stake in implementation.</i>					

DECLARATION

I hereby declare that declare “The Practices and challenges of decision making “(A case of PFSA) submitted to St. Marry University , in partial fulfillment of the requirements for the award of the Degree of Master of business administration is a record of original and independent research ” is my own work and that all sources that I have used or quoted have been indicated and acknowledged by means of complete during the academic year 2015.

SIGNATURE

(Mr Andualem)

Date

ENDORSEMENT

This thesis has been submitted to St. Mary’s University, School of Graduate studies for examination with my approval as a university advisor.

Shoa Jemal

Advisor

St. Mary’s University, Addis Ababa

Signature

January, 2016

