

A STUDY ON DECISION-MAKING BEHAVIOUR AMONG MANAGERS IN CORPORATE ORGANIZATIONS WITH REFERENCE TO CAPGEMINI

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ABSTRACT

Decision-making is a fundamental managerial responsibility that directly influences organizational performance, employee productivity, customer satisfaction, and strategic success. This study examines decision-making behaviour among managers in corporate organizations with specific reference to Capgemini. It focuses on information use, evaluation of alternatives, risk assessment, leadership style, organizational culture, technology, and employee participation. Primary data were collected from 100 Capgemini managers through a structured questionnaire using convenience sampling. Percentage analysis was applied to interpret the responses. The findings indicate that managers generally adopt systematic, data-driven and collaborative approaches, while leadership, risk assessment, technology, and organizational culture significantly shape managerial decision-making effectiveness practices overall.

Keywords: Decision-Making Behaviour; Managers; Capgemini; Leadership Style; Organizational Culture

1. INTRODUCTION

Decision-making is one of the most important responsibilities of managers and a major foundation of organizational success. It involves identifying problems, collecting relevant information, examining alternatives, assessing consequences, selecting an appropriate course of action, implementing the decision, and reviewing its outcomes. The quality of managerial decisions influences employee productivity, customer satisfaction, project success, operational efficiency, innovation, and long-term organizational performance. In contemporary corporate organizations, managers must make decisions under conditions of uncertainty, competition, time pressure, technological change, and constantly changing customer expectations. Managerial decision-making behaviour refers to the patterns, approaches, attitudes, and techniques managers use when choosing among alternatives. It is influenced by experience, analytical ability, information availability, risk perception, leadership style, organizational culture, communication, intuition, and stakeholder participation. The rational decision-making approach emphasizes systematic information collection and evaluation of alternatives. However, bounded rationality recognizes that managers often face limited information, limited time, and cognitive constraints. Behavioural decision theory further explains how attitudes, perceptions, emotions, biases, and experience can influence choices. Intuition can also support experienced managers when rapid decisions are required, although it is more effective when balanced with rational analysis. Technology has increased the importance of data-driven decision-making. Managers increasingly use business intelligence, dashboards, information systems, predictive analytics, and other digital tools to interpret large volumes of information. At the same time, organizational culture and leadership style influence whether managers encourage creativity, employee involvement, communication, and collaborative problem-solving. Risk assessment is also essential because managerial choices can create financial, operational, strategic, and reputational consequences. Capgemini is a global consulting, technology services, and digital transformation organization operating across numerous countries and industries. Its managers work in a dynamic environment involving technology innovation, client expectations, project deadlines, resource allocation, digital transformation, and strategic growth. Therefore, effective decision-making is particularly

important for managing projects, people, customers, resources, and technological initiatives. The present study examines decision-making behaviour among Capgemini managers, with emphasis on data usage, alternative evaluation, risk assessment, leadership influence, technology, organizational culture, and employee participation. Understanding these factors can help strengthen managerial capabilities, improve decision quality, support organizational effectiveness, and contribute to sustainable corporate performance in changing competitive business environments. The study identifies Capgemini as a technology and consulting organization operating in a dynamic environment where managers make decisions concerning projects, resources, customers, innovation, and strategic expansion.

2. REVIEW OF LITERATURE

Herbert A. Simon (1947) introduced bounded rationality, explaining that managers make decisions under limitations of information, time, and cognitive capacity. March and Simon (1958) emphasized organizational structures, communication, and information accessibility in managerial choices. Vroom and Yetton (1973) developed a normative model showing that employee participation can improve decision quality and commitment when the situation supports participation. Kahneman and Tversky (1979) demonstrated that psychological factors and cognitive biases influence decisions under risk and uncertainty. Mintzberg, Raisinghani, and Theoret (1976) highlighted the dynamic stages of strategic decision-making and the combination of analytical and intuitive approaches. Dean and Sharfman (1996) associated systematic analysis and effective information gathering with better decision outcomes. Eisenhardt and Zbaracki (1992) showed that power, politics, and organizational dynamics can influence strategic decisions. Nutt (2002) emphasized involvement, relevant information, and structured processes as contributors to effective decisions. Elbanna and Child (2007) identified managerial experience, organizational culture, and environmental uncertainty as important influences on decision quality. Shepherd and Rudd (2014) explained that managers combine knowledge, experience, intuition, and analytical thinking. Collectively, these studies indicate that managerial decision-making is shaped by rational analysis, behavioural factors, organizational context, experience, information, participation, and uncertainty. These perspectives guide the present study at Capgemini organization.

3. OBJECTIVES OF THE STUDY

1. To investigate Capgemini managers' decision-making practices.
2. To determine the elements affecting managerial decision-making procedures.
3. To examine how data and information are used in managerial choices.
4. To assess how leadership style affects the efficacy of decision-making.
5. To make recommendations for ways to help managers in corporate organizations make better decisions.

4. RESEARCH METHODOLOGY The study uses a descriptive research design with an analytical and diagnostic orientation. Primary data were collected from 100 Capgemini managers through a structured questionnaire using convenience sampling. Secondary information was obtained from journals, textbooks, research articles, company publications, magazines, conference papers, and online resources. Percentage analysis was used appropriately. The report confirms a descriptive design, primary data from Capgemini managers, convenience sampling, a sample of 100 managers, and a structured questionnaire using mainly a five-point Likert scale.

4.1 STATISTICAL TOOL

Percentage Analysis: Percentage analysis is selected as the appropriate statistical tool because the study is based on responses from **100 managers** and seeks to understand managerial perceptions and behavioural patterns.

Formula: $\text{Percentage} = (\text{Frequency} / \text{Total Number of Respondents}) \times 100$

The original study specifically states that **frequency distribution and percentage analysis** were used to systematically present and analyze the collected data.

5. DATA ANALYSIS AND INTERPRETATION

Table 1: Managers Take Data Into Account Before Making Decisions

Response	Number	Percentage
Strongly Agree	32	32%
Agree	45	45%
Neutral	12	12%
Disagree	7	7%
Strongly Disagree	4	4%
Total	100	100%

Analysis

A total of **77%** of managers either strongly agree or agree that they take data into account before making decisions.

Interpretation

The finding indicates that most managers prefer evidence-based decision-making rather than relying solely on assumptions or personal intuition. This demonstrates the importance of information and data in managerial decision processes at Capgemini.

Table 2: Managerial Decisions Include Risk Assessment

Response	Number	Percentage
Strongly Agree	30	30%
Agree	43	43%
Neutral	15	15%
Disagree	8	8%
Strongly Disagree	4	4%
Total	100	100%

Analysis

A total of **73%** of managers either strongly agree or agree that risk assessment forms part of their decision-making process.

Interpretation

The result indicates that most managers consider possible uncertainty and consequences before making organizational decisions. Risk assessment therefore forms an important component of managerial judgment and business decision-making.

Table 3: Decision Quality Is Affected by Leadership Style

Response	Number	Percentage
Strongly Agree	27	27%
Agree	46	46%
Neutral	16	16%
Disagree	7	7%
Strongly Disagree	4	4%
Total	100	100%

Analysis

A total of **73%** of respondents either strongly agree or agree that leadership style influences decision quality.

Interpretation

The result demonstrates that leadership behaviour is an important factor in managerial decision-making. The leadership approach adopted by managers can influence the quality, effectiveness, and implementation of organizational decisions.

6. RESULTS

1. **77%** of managers agree or strongly agree that they consider data before making decisions.
2. Managers generally demonstrate a **data-driven approach** to managerial decision-making.
3. **75%** of respondents reported that they consider several alternatives before reaching a final decision.
4. **73%** of managers agree or strongly agree that risk assessment is an important part of decision-making.
5. Managers consider potential uncertainty and consequences before making important organizational decisions.
6. **73%** of respondents believe that leadership style influences decision quality.
7. Employee involvement and collaborative approaches are supported by a substantial majority of managers.
8. Organizational culture is perceived as an important factor supporting effective managerial decisions.
9. **73%** of respondents expressed confidence in their ability to make prompt decisions when required.
10. **75%** of managers agree that technology supports managerial decision-making.
11. **75%** of respondents reported satisfaction with the organization's decision-making procedures and systems.
12. Overall, Capgemini managers demonstrate systematic, data-driven, risk-conscious, technology-supported, and collaborative decision-making behaviour.

7. SUGGESTIONS

1. Managers should continue strengthening **data-driven decision-making** by using accurate and timely information.
2. Capgemini should provide regular training in **analytical thinking and managerial decision-making**.
3. Managers should systematically compare multiple alternatives before selecting important organizational solutions.
4. Greater emphasis should be placed on **risk assessment and risk-management techniques**.
5. Leadership-development programmes should focus on improving decision quality and managerial judgment.
6. Managers should encourage employee participation when decisions can benefit from diverse ideas and expertise.
7. The organization should maintain a supportive culture that encourages communication, creativity, teamwork, and responsible decision-making.
8. Managers should make effective use of business intelligence, dashboards, analytics, and other digital technologies.
9. Training should help managers balance **analytical reasoning with professional experience and intuition**.
10. Organizations should establish regular mechanisms for reviewing previous decisions and learning from their outcomes.
11. Managers should improve communication when implementing decisions to reduce misunderstanding and resistance.
12. Decision-support systems should be continuously improved to help managers make faster and more accurate decisions.

8. CONCLUSION

Decision-making is a critical managerial function that directly affects organizational performance, project success, employee productivity, customer satisfaction, and strategic effectiveness. The study of decision-making behaviour among managers at Capgemini shows that managerial decisions are influenced by information availability, data usage, alternative evaluation, risk assessment, leadership style, organizational culture, technology, and employee participation. The analysis indicates that 77% of managers consider data before making decisions, demonstrating a strong preference for evidence-based managerial practices. Similarly, 73% recognize the importance of risk assessment, showing that managers consider uncertainty and possible consequences before making decisions. The study also reveals that 73% of respondents believe leadership style affects decision quality. Overall, Capgemini managers appear to follow systematic, data-driven, risk-conscious, and collaborative approaches to decision-making. The findings suggest that organizations can further improve managerial effectiveness by strengthening analytical skills, leadership capabilities, technology utilization, employee participation, risk-management practices, and decision-support systems. Effective decision-making requires a balanced combination of accurate information, analytical reasoning, managerial experience, leadership, collaboration, and timely action. Therefore, developing these capabilities can help Capgemini and similar corporate organizations improve decision quality, operational effectiveness, organizational performance, and long-term competitiveness. The overall findings of the source study similarly conclude that information accessibility, leadership style, organizational culture, technology use, employee involvement, risk assessment, teamwork, and prompt action positively influence managerial decision-making.

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