

*Full Length Research Paper*

## Effect of corporate alienation on managerial decision making: An analytical perspective

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This study revolves around the core process of decision making in an organization keeping on board the middle management tier which is involved mostly in decision making. In every passing day more and more managers are coming across different personal problems; and even with strong academic qualifications and flair towards offering their best they are finding no place for themselves in this busy and dynamic corporate world. Organizational structure and design are the main causes that make their options miserable and leave no place to run and room to hide. They lose happiness, completeness and confidence and they hit back the society as an alien soul without any defined objective and definite purpose. The causes are studied here in the perspective of a continuous process of decision making which is the most important of all tasks a manager performs.

**Key words:** Alienation, organizational structure, middle management tier.

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### INTRODUCTION

This paper encompasses the diagonal relation among prevailing organizations, human beings and a static condition named alienation; we opt to look into the very depth of this relationship in relative term connecting the trio with the mental state that surfaces in parallel with decision making (Figure 1).

The specific capacity of humans that is focused on in this paper is the organizational tier named 'managers' and it stands here as "every individual who is involved in the process of decision making and enjoys the authority required to make decisions".

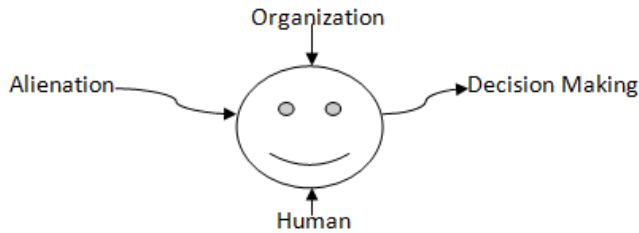
If we look into the prime biological cycle of an ordinary human who possesses academic qualification and

belongs to a profession, then it can easily be ascertained that the twenty four hours (one day) of this individual are divided into two generic spheres: the active part from dawn till dusk or late at night, registered in the organization where one works or performs certain duties against a monthly honorarium and the rest of the day is for family, society, kiths and kins and for oneself.

Existence is a term which exemplifies the biological presence of any organic essence, while being is a state in which *self* directs actions and maintains the state of every action. An individual touches the age of maturity, loaded with academic qualification and coupled with proven experience; he plays a pivotal role in his person/

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**Figure 1.** diagonal relation among prevailing organizations, human beings and a static condition named alienation.

professional capacity and this role paves the way for understanding of his fundamental state of mind.

Human beings with the above credentials are labeled as “Corporate Managers” who carry on their shoulders the entire burden of their respective organizations and invest their best in terms of capabilities and capacities. Their presence ensures the flawless success cycle and their mistakes devastate a successful organization. The core of their respective assignments is ‘Smart’ in nature and depends mostly on their mental abilities; if their mental equilibrium is not so parallel as it ought to be, then their performance seems jeopardized.

### Statement of problem

It can easily be witnessed that a sense of estrangement, detachment and separation seems prevailing among corporate managers and it is very apparent in their decisions. They take immediate decisions or are bound to take immediate decisions and while doing so they nullify their own self and even the selves of those going to be involved in these decisions. Their core aim is to get the job done. This sense of ‘situational managerialship” is spreading by leaps and bounds, and it is haunting our social values, social structure, individuality and personalism. Corporate world is re-shaping human beings and this re-shaping is pushing people with sweat and blood towards a dead end, conclusively towards human resource automation.

### Significance of the study

This research is undertaken while prevailing corporate world is in a fix of competition, a race to cut down the operating cost and gear up all the functions and operations in a manner that advocates the best cost cutting measures. This materialistic mentality has frozen down the code of dedication, commitment, loyalty and lasting relationship. Organizations are swallowing human efforts and energies like a big python and giving nothing in return. Heavy salaries and perks are being offered at the cost of one’s life and precious time; the input is very

meta-physical but unfortunately the output is merely physical.

Lack of own-ness among employees has nullified the prospects of employee ownership and this lasting relationship between employee and employer is diminishing without limits. Sense of dissatisfaction, no-commitment, disturbed personal life, de-tracked individualism seems prevailing and the whole effect is directing one towards a closed street. Organizations need to create a business environment and culture where people are empowered to think for themselves, develop their own solutions, present solutions to management and work together to implement them. Giving them the right skills and tools becomes the first step in their owning the solutions and accepting accountability for their implementation. In his 1994 study of ESOP companies in the state of Washington, Peter Kardas wrote that his findings suggest “that the combination of employee ownership and significant participation makes it possible for employee ownership companies, on the average, to have an advantage unavailable to their competitors” (Kardas, 1997).

Managerial decision making is a very central and important phase as decision making exemplifies the level of one’s authority; and if the decision does not suit the available alternatives or if it is taken wrongfully then often the cost is heavier than that can be borne by an organization. How many managers can be fired upon taking wrong decisions or for not taking any decision when it is required? It is a difficult question to be answered; but one thing is for sure that growing sense of alienation in companies expands the lag between employees and employers.

Human in the capacity of a manager looks like an empty tin as there is nothing for him in the company and he is a paid machine bound to work for the same. He is no one as there are many others to take him over in case if he is not feeling fit for the job. Joblessness has left no room for scintillating individuals and give enough to an organization to play with, and it is a very alarming situation as now we are entering the age of human resource automation.

It is badly needed to understand the basic psyche of a manager and it is badly needed to consider him a fruitful, full of potential individual with a sheer sense of own ness and ownership. Manager must be considered an active and key part of any organization he works with; if it is not undertaken timely then apart from sense of ownership, the process of thinking would get damaged. Innovation is not something very physical as it is an outcome of idea, and idea generation is purely a mental process. Managers have stopped thinking deeply when they are at jobs. Providing time to reflect, particularly in an era of multi-tasking and tyranny of technology, was most frequently suggested as an antidote to the dearth of deep thinking. As Chris Shannon put it, “I think creatively better out of the office, say while out in the boat or at a conference,

so that looks very much like not working” (Hesket, 2008).

Our sole aim is to highlight the effects of corporate alienation on a manager's decision making syndrome and look into the after effects of this effect.

## METHODOLOGY OF RESEARCH

This research incorporates the extensive written contribution by noted philosophers (in align with specific terms), corporate stalwarts, psychologists and experts. Books, articles, definition of terms, printed reports, fact sheets etc have been encircled to establish a concrete theoretical framework for the said study. These contributions with thorough relevancy pave the way towards building a solid and candid foundation needed to understand the issue and its different dimensions.

## THEORETICAL FRAMEWORK

In order to institute a vital understanding of this very complex topic a solid theoretical framework is needed to take into account all the related terms, and unless these are understood in the real sense of the word, true comprehension of the subject is not probable.

### Existence and being

It can easily be manifested that perceiving man as a social animal by nature means to exemplify his existence from other beings as existence envelops the biological presence of any living object or an inorganic totality. The word "existence" comes from the Latin word "existere" meaning "to appear", "to arise", "to become", or "to be", but literally, it means "to stand out" (Dictionary of Philosophical Terms). The core focus of the term 'existence' in relation with any organic totality is purely biological and an intrinsic uniform universality is prevalent in this very term. Besides human, all other biological beings exist in the very right perspective of their physical shape and this physical shape is very identical reflecting homogeneity and sameness in shape and style. In logic, human existence is a term that refers to the modern scientific reality that a moving or animate human person 'exists', in the sense of being an atomic 'bound state' structure in the course of time in the dynamical movement of the universe. The following is a representative use of the term existence, in a thermodynamical context [Thermodynamics regulates society's acquisition, refinement and utilization of nature's resources to provide the food and fuels necessary for the vital processes of human existence] (Thomas Wallace, 2009).

In this very context, it can be concluded that mere existence is a purely biological phenomenon and it does not differentiate a human being from other biological identities that exist in their own genre or classes. On the other hand, the portent of 'Being' is all the way different from that of existence as Being envelops the 'Self' and self is the core kernel of a human persona. Existence is meant for 'Person' {the biological and physical shape} while being belongs to *Personality (latin- Persona)*.

The word, being is a noun; it signifies either a being (that is, the substance, nature, and essence of anything existent), or being itself, a property common to all that can rightly be said to be. 'Being' is conceivable; 'to be' is not. We cannot possibly conceive an 'is' except as belonging to some thing that is, or exists. But the reverse is not true. Being is quite conceivable apart from actual existence; so much so that the very first and the most universal of all the distinctions in the realm of being is that which divides it into two classes, that of the real and that of the possible (Gilson, 1952). It shows that being is in fact the 'self' and self is the soul source that

drives the person (physical body) and the physical body 'the person' is bound to act in accordance with Self.

If we encircle the concept of self in order to develop a better and in-depth comprehension of the subject then we can be at the point in flash of an eye that. The philosophy of self seeks to describe essential qualities that constitute a person's uniqueness or essential being. There have been various approaches for defining these qualities. The self can be considered as being which is the source of consciousness; the agent responsible for an individual's thoughts and actions; and/or the substantial nature of a person which endures and unifies consciousness over time. The psychology of self is the study of either the cognitive and affective representation of one's identity or the subject of experience. The earliest formulation of the self in modern psychology forms the distinction between the self as I, the subjective knower, and the self as me, the object that is known. (James, 1981). Current views of the self in psychology position the self as playing an integral part in human motivation, cognition, affect and social identity (Sedikides, 2007).

Human beings in their natural capacity as social animals safeguard their existence in a society where they invest their best to get the best in return and play multi-dimensional role in a multi-dimensional manner. It is indeed an inherent desire of every human to come up with a positive share in order to substantiate his presence.

### Dimensions of self

The core element of human self is two folds: Subjective self and objective self; subjectivity in self determines the routine, normal and personal life of an individual which comprises certain acts based upon lasting involvement in which one performs within the cross fold of time and gained results. These activities are undertaken on regular basis (eating, drinking, sharing, caring, loving, decision making etc) and sometimes if the experience of these activities is not there, then self gains the knowledge through observation such as death, birth, war etc.

The objectivity in self is determined when self of an individual is placed under the close circuit of an objective atmosphere and where experience and observation goes hand in hand in order to acquire knowledge that is needed to get the job done. This existence of self is always timely and temporal but leaves impression on one's mind with reference to the tasks performed and assignments undertaken. People round the globe once they reach the age of maturity and decorate themselves with certain academics colors are objective enough to win a slot in their working capacity on the basis of their achievements and potential and strive to offer the best they possess and secure return against their offerings. Here comes the organization that envelops these individuals and offers a parallel return. But where imbalance, frustration and alienation come, it is to be understood in the real sense of the word.

### Self and state of alienation

Alienation: refers to the estrangement that occurs in the relation between an individual and that to which he or she is relating. This break in the relation occurs in a variety of forms, such as the estrangements between an individual and his or her social community, natural environment; own self and even God (Kwak, 2011). The term is further defined as a withdrawing or separation of a person or a person's affections from an object or position of former attachment (Webster, 2011).

Karl Marx further elaborated the same in his famous Theory of Alienation, found in his manuscripts written in the year 1844, as the separation of things that naturally belong together, or to put

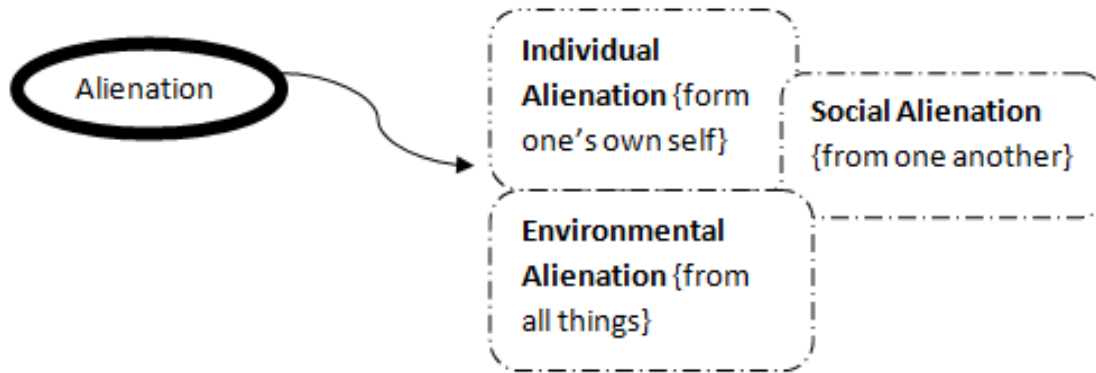


Figure 2. Facets of alienation.

antagonism between things that are properly in harmony. In the concept's most important use, it refers to the social alienation of people from aspects of their "human nature" (Gattungswesen, usually translated as 'species-essence' or 'species-being'); he believed that alienation is a systematic result of capitalism (Marx, 1964).

It can easily be concluded that alienation is a permanent state of mind which governs a human in an estranged direction. This individual performs all the physical task in a perfect fashion but once it comes to any mental activity he/she seems detracked and disturbed and the resultant factor appears in the form of wrong decisions which bounce back in a very odd manner and this manner eventually devastates one's whole personality and the decay in one's personality leaves no room for one to pull up. There are three disticnt facets of alienation shown in Figure 2.

Corporate alienation: unites all three captioned states of alienation and the reason that personnel at managerial cadre are most affected is owing to their involvement in organizaition's productive process. We are supposed to have a bird's eye view of the term management and its function as the core managerial spectrum; as decision making encompasses all these functions or it can be said that all these functions are performed through efficient decision making in terms of dividing the responsibilites and delegating certain tasks and linking them with rewards/awards and accountability.

**MANAGEMENT AND MANAGERIAL FUNCTIONS**

The core functions of management has had taken many turns. In the beginning, one thinks of management functionally, as the action of measuring a quantity on a regular basis and of adjusting some initial plan; or as the actions taken to reach one's intended goal. This applies even in situations where planning does not take place. From this perspective, Fayol (1841–1925) and Dunod (1966) consider management to consist of six functions: forecasting, planning, organizing, commanding, coordinating and controlling. He was one of the most influential contributors to modern concepts of management.

Another way of thinking, Follett (1868 –1933), who wrote on the topic in the early twentieth century, defined management as "the art of getting things done through people". She described managemement as philosophy (Barrett, 2003). In order to perform these functions of planning, organizing, leading and controlling as core functions, a Manager must possess four basic skills and presence

of these skills in one's personality selects and elevates him/her to perform the managerial tasks. Lawrence categorizes these skills in four specific areas of human personality as:

- Political: used to build a power base and establish connections.
- Conceptual: used to analyze complex situations.
- Interpersonal: used to communicate, motivate, mentor and delegate.
- Diagnostic: the ability to visualize most appropriate response to a situation (Kleiman, 2010).

The most concentrated definition is 'to get the work done through people' as it encircles a compound outlook of managerial function which is decision making; managers delegate different tasks to their teams and support them with their intuitive skills and abilities and they keep a well knitted vision of forthcoming changes and challenges. In their best shape and forms a manager can perform his job with required efficiency and effectiveness. This balance is so important to achieve that if the said balance [mind + body] is not maintained then human beings cannot exhibit their real self that makes them human. The mind-body problem is a philosophical problem arising in the fields of metaphysics and philosophy of mind. The problem arises because of the fact that mental phenomena appear to be qualitatively and substantially different from the physical bodies on which they appear to depend. Most modern philosophers of mind adopt either a reductive or non-reductive physicalist position, maintaining in their different ways that the mind is not something separate from the body (Kim, 1995).

Mental abilities cannot be properly utilized even if they fundamentally exist; if the body is not compatible with the mental processes. All the acts of the metaphysical act of human body are bound to take directions from mind and if the mind is not in a balance mode then proper functioning is something out of the card.

**PROCESS OF DECISION MAKING**

Decision making is purely a mental process and it requires extensive metaphysical exercise that a mind goes through. Decision making can be regarded as the mental processes (cognitive process) resulting in the selection of a course of action among several alternative scenarios. Every decision making process produces a final choice. The output can be an action or an opinion of choice. (Reason, 1990); it appears that decision making

as a continuous process goes in close accordance with the prevailing environment.

### **Need of well balanced mind for decision making**

Decision reveals a sense of authority and mind needs to be in a very balanced state when it is put down to go for a decision. A balance mind is the one that flows in a state of happiness as happiness is a motivational state and simultaneously affects the mind and body. The body seems extravagant and over charged and it helps mind in thinking out of the box and this out of the box thinking advocates the success of decision being made in this emotional and physical state. The mind is a very powerful thing. However, most of us never tap into the total power that our minds have. Our minds even have control over our bodies. If we think that something is wrong with our bodies, our minds are strong enough to make that actually happen. It works the opposite way as well. We can use our minds to will illnesses and pain away, if we have developed our mind to that strength.

As strong as the mind is, however, our bodies can also affect the strength of our minds. For instance, when illness starts wearing our bodies down, our bodies start wearing our brains down as well. Our attitude and outlook on life is altered, simply because we are ill (Godlewski, 2011).

It can be concluded that a person exposed to the process of decision making is in dire need to have mind/body balance and if this balance is not prevailing then the corresponding effect would be in two facets as:

- Delay in making decision
- Choosing the wrong alternative from the available ones; both of these states cost more than a lot to the organization and the deciding person as well.

### **Effect of wrong decision making on manager's personality**

It is for sure that a wrong decision made by the manager leaves its effect in three ways as:

- Organizational Loss
- Personal loss (demotivation)
- Constant fear in forthcoming decision making

These three conditions are collectively negative and slow down the progress wheel and eventually envelop the whole organization under their cross fold. The power of deciding involves the danger of going astray - that is the essence of deciding. And going astray involves some kind of penalty - that is the essence of error. The consequences of a decision are part of the total problem, and should be considered as factors in it. We must

balance risk against gain, and be neither deterred by the one nor dazzled by the other.

This involves forethought. The manager is subject to one trial not common to the worker, and has the continual feeling of incompleteness. His job is never done. His energy drives him to consideration of the next job while this one is still in the works, and he needs to keep his balance in both (Anonymous, 1968).

The famous case of ENRON bankruptcy is the best example of bad decision making. Niskanen summed up the Enron case on its characteristic of thriving in bad decisions made by its corporate leaders by saying in the book that 'the most important lesson from the Enron collapse, however, is that Enron failed because of a combination of bad business decisions' (Niskanen, 2005).

It is hereby concluded that the effect of bad decisions co-relates the organization, the decision maker and the corresponding environment in a go and it keeps haunting the trio on lasting basis.

### **ORGANIZATION CULTURE SPREADS ALIENATION**

Alienation is two folds: alienation from the society and alienation from the organization. In fact, the culture and hierarchy of an organization is the biggest source of alienation. The corporate culture which pervades an organization exemplifies if the people involved in decision making are enjoying high morale as it is the foundation on which decision making is based; and front line managers who are involved in implementing their decisions seem charged, enthusiastic and competent while performing these tasks and their level of confidence in their senior managers gives the impression of lasting strength and solidarity.

There are two specific forms of alienation, when we discuss the same with respect to a manager and an organization as follows:

#### **Individual factors**

- Personality
- Job satisfaction
- Superiors' influence
- Lack of mentoring
- Trouble shooting

#### **Personality**

Organization's culture is the sole source of shaping a manager's personality; *Organizational culture* is an idea in the field of organizational studies and management which describes the psychology, attitudes, experiences, beliefs and values (personal and cultural values) of an organization. It has been defined as "the specific collection of values and norms that are shared by people

and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization” (Hill, 2001). If this culture which is based upon set of well defined values is strong then personnel involved in middle and senior managerial functions can set their own norms in the very right perspective of these norms; on the other hand, if this culture is weak then these decision makers rest their decisions upon ‘a set of personal values’ and this habit affirms demotivation, dissatisfaction, and degeneration among the front line and bottom layers. The social culture outside the organization also affects the culture within an organization, but if the values and norms are strong enough to revert this pressure then people seem more relaxed and confident once they enter their work place or else the outside pressure creates job stress and stress is the most vital source damages one’s personality. A sense of extreme alienation prevails within a manager’s personality when there is weak organizational culture with lack of trust, irrational job stress, superiors’ unnecessary intrusion, lack of confidence, extreme centralization etc. Then a sense of uselessness drains in the veins and unfortunately a large number of today’s managers are passing through these dilemmas and under their influence are making ‘barren decisions’, that is, a decision just for the sake of decision. And these decisions are not helping others but leaving them on their own.

### **Job satisfaction**

Job satisfaction is in fact a sense of achievement, a sense of fulfillment, a sense of pleasure and a sense of happiness that acts as a vehement incessant impulse and pushes an employee forward in the very right direction as laid down by the parent organization. Job satisfaction has further been elaborated as a pleasurable emotional state resulting from the appraisal of one’s job (AP, 2001); an affective reaction to one’s job and an attitude towards one’s job (Weiss, 2002).

Happier employees excel par limits when it comes to their performance at the work place. It is the sole responsibility of an organization to design jobs in such a way that inculcates happiness among employees, designing jobs that motivate.

Hackman and Oldham identified five factors of job design that typically contribute to people's enjoyment of a job:

*Skill Variety* – Increasing the number of skills that individuals use while performing work.

*Task Identity* – Enabling people to perform a job from start to finish.

*Task Significance* – Providing work that has a direct impact on the organization or its stakeholders.

*Autonomy* – Increasing the degree of decision making and the freedom to choose how and when work is done.

*Feedback* – Increasing the amount of recognition for doing a job well, and communicating the results of people's work (Oldham, 2011).

If the designed jobs are not bearing fruits then a sense of estrangements starts prevailing, especially in the managers as their jobs are smart and they act more professionally and understand the value of satisfaction. A person who is applying ‘Conceptual and Human Skills’ to get his job done seems more eager to touch the point of satisfaction. Job satisfaction is not like motivation or aptitude but it is a permanent state in which one needs to be.

Obviously, those with high job satisfaction are also more productive and they exhibit more desirable behavior. Providing your charges a sense of worth, coupled with respect can greatly increase both their individual job satisfaction as well as their behavior.

While they do not have to go hand-in-hand, job satisfaction and organizational commitment are generally closely aligned (How Do Managers Make Decisions, 2008). Dissatisfied managers delay the process of making decisions as they are not happy and workplace is not a ‘site of pleasure’ for them but they are there to have both ends met. This delay in the process of decision making reflects their detachment and lack of objectivity as they are not involved with their jobs and what is being done by them is far lesser than what they were supposed to.

### **Superiors’ Influence**

George and Jones (2002) stated that autonomy refers to the degree to which a job allows a worker the freedom and independence to schedule work and decide how to carry it out. Fontanetta (2007) emphasized in the study on organizational climate that one of eight dimensions that contributed to organizational climate is autonomy.

It shows a sense of free will and free ship with the help of which an employee performs his/her job. It so happens that in many organizations with centralized and formalized set of controls, the peers are more involved in ‘Smart Tasks’ and the managers seem to dictate and pass it on in the form of decisions to their subordinates. Lack of confidence, liberty in decision making, unnecessary intrusion in different functions for superiors leave no room for managers to take decisions on their own. This situation infuses lack of ownership and this lack of ownership results in ‘spot decisions with temporal effects’ as a sense of extravagant accountability and fear prevail among managers. Also they do not invest their best and try their best in avoiding a decision making point and act as referrals. This may be due in part to the tendency for high centralization to be associated with a more bureaucratic structure that is difficult to change and slow

to respond to external or internal pressures. In the case of decision process innovations, in particular, firms that are de-centralized should find it easier to institute new decision practices because decision making processes across the decision should already occur in a relatively unstructured manner. Thus, we expect greater centralization to be negatively related to decision process innovation (Clemen, 2005).

### ***Lack of mentoring***

Organizations exist in the form of a social compound and human beings within it act as organic elements; and it is in human nature to be guided, guarded, pampered and cared; even those individuals who are very ambitious and energetic need someone to pat their back and guide them at odd moments. Mentorship is one of the most successful and lasting form of human relationship as it is blended with respect and support. Mentoring is a process for the informal transmission of knowledge, social capital, and the psychosocial support perceived by the recipient as relevant to work, career, or professional development; mentoring entails informal communication, usually face-to-face and during a sustained period of time, between a person who is perceived to have greater relevant knowledge, wisdom, or experience (the mentor) and a person who is perceived to have less (Bozeman and Feeney, 2007).

If seniors or peers are not acting as the guiding source and middle managers are left on their own, then a lag surfaces between intellectual supply and demand. Managers are knowledgeable, skilled, even expert to perform their tasks and to take decisions but they are not well experienced and they need to be guided until they reach the level of required experience. If they are to survive in decision making situations without any mental support, then they are exposed to make wrong decisions and these wrong decisions generate a sense of guilt, shame, sequestration and loneliness. They feel alone and after sometime they secure themselves in a capsule of isolation. Then their decisions are mostly emotional rather than rational. They become introvert and the more they remain in this situation they seem close to their hearts, in order to console themselves; instead of providing a rational framework for decision making. The last stage of this unfortunate saga is departure from job and sharp increase in employee turnover. New employees who are paired with a mentor are twice as likely to remain in their job as those who do not receive mentorship (Kaye and Jordan-Evan, 2005)

### ***Trouble shooting***

Global economic recession, political unrest and war like

conditions have made the job of organizations more difficult than before and they are running short of time as competitiveness makes profitable options more bleak and scarce. Gradually shrinking profit markup and declining purchasing power of consumers has left the corporate world in doldrums and every company is scratching the back of other company and this trend has reshaped the management process; a stable, balanced and time bounded planning process has turned into a sharp, shoot out and fast strategic attempt in order to stay ahead in a very competitive environment. A host of decisions must be made quickly in order to stay ahead of competition and keep customer satisfied; and almost all important decisions makers often make it difficult, if not impossible, to gather all the information they might like to have in making a final choice (Time Constraints on Decision Making, 2011).

This time constraint lashes out the happiness blended with good decision making and it so happens that at one point managers lose their interest and exhibit sharp frustration when ever they are in a flux to make decisions. They always try to put the burden of decision making on the shoulders of the persons involved as "just do your best"; "I know that you can get the job done"; "No problem! You are more experienced than I, so go ahead with the best alternative you have; I guard your back" etc. If they are not left with any choice and have to make decisions then they ask the team members of what they think the best choice in this situation should be. This means referral decisions and eventually this habit compromises with their credibility and professionalism and finally they feel unfit for the job.

### **Organizational factors**

The relationship between the two types of alienation- alienation from work and alienation from expressive relations- is blended with the following structural properties of organization such as: -centralization and formalization. Both alienation from work and alienation from expressive relations are found to be more prominent in highly centralized and highly formalized organizations (Aiken and Hage, 1966). The following organizational factors are considered:

- Job stress
- Hierarchy (chain of command)
- Lack of trust
- Communication gap
- Uncertainty

### **Job stress**

Organization culture shapes and re-shapes the due jobs

within the close proximity of supply and demand; if the overall culture advocates 'Stress' then people involved in the process of decision making touch a cross road of 'what to' and 'what not to'. This mental stressor loses its grip on the situation, making them lack what they must sustain and the taken decision seems deficient than being efficient. Deficient decision making under stress is due largely to an individual's failure to fulfill adequately a most elementary requirement of the decision making process that is the systematic consideration of all relevant decision alternatives (Keinan, 1987).

Deficient decisions are the ones which are based upon the wrong selection of available alternatives, since the manager's mind is piled up and swangling under stress, that is, the selection of alternatives is not cost effective, time saving and truly beneficial. Managers come across this situation and the aftermath of this does not give them a sigh of relief but a creative pain; and this pain slowly and gradually takes away the confidence required to make good decisions. They can choose the best but do not, and this feeling keeps on haunting them unless they burn out or jump in.

### ***Hierarchy (chain of command)***

Organizational hierarchy or chain of command expounds the reporting relationships and level of authority within an organization. In centralized organizations, the chain of command seems condensed but the top management appears to be involved in many decisive matters, and most of the time managers wait for their approval, even in trivial matters. This procedure delays the process of decision making and the front line/bottom line employees look up to managers and make them responsible for delays as the top management never comes across them face to face.

In de-centralized chain of command, which is witnessed in large organizations, managers are given certain authorities and decision making is no exception. But unfortunately, the chain of command is so large that in specific cases when managers wish to consult the top brass or the senior managers, it takes a long time and this time bursts the bubble of effectiveness and efficiency which are the core of decision making.

The need is to establish such a culture in an organization which provides efficient, fast track and spot support to middle managers as they are involved in operations and delay means a certain loss of time, cost and efforts. If it is not done then a sense of humiliation, degradation and disgrace starts prevailing. It boils up the blood pressure of these managers as they are the ones who are supposed to take the taste of their own medicine; frustration envelops their personalities and even with good pay packages they look lost and absent minded.

A management hierarchy depends on the assignment of roles and levels of authority to each position in the hierarchy. For example, a vertical hierarchy positions line managers at the bottom of the structure, middle managers in the middle layer and senior managers at the top. Authority increases from the bottom to the top, with the chief executive holding the most power (Bianca, 2011). This power base with the top management stagnates the flow of authority and Middle/Line Managers who are exposed to the outcome end in a mess. Their focussed involvement in the process of decision making is passing through a hell of difficulties and personal distress and pass over the same to the subordinates or team members. Their lack of interest slows down an entire process and same goes on and on. Centralized and de-centralized structures have their own advantages and disadvantages but the core is there must be a balance and clear unit of command without delays in order to streamline the decision making process.

### ***Lack of trust***

Individuality is the most important essence and asset a person owns and if distinctiveness is questioned then it shows the decline in one's credibility and reliability. This crack in one's trustworthiness leaves lasting scars on one's personality and these scars cannot be removed as they are imperceptible and perpetual. People with such a personal stature are unwilling elements of society and this sense of 'loss of personal identity' sweeps out their choice of acting as normal beings.

Let us take a look at the world of organization from a completely different angle. Do you know a company that was unsuccessful and went out of business? Do you know the reasons for its failure? The good staff left, anything worth taking was stolen, it was asset-stripped, the managers were all moonlighting, etc. They did not trust one another, and did not respect each other. And there you have it. The common denominator of all reasons for the failure of an organization is a lack of respect and lack of trust. So what is the key to success? Respect and trust. Other unseen causes of mistrust in the workplace include: no company loyalty, decreased commitment, and higher employee turnover. Distrustful employees are not as productive. Likewise, mistrusting management wastes time checking up on employees (Levit, 2011).

Managers with unstable mental state and in an unhappy physical flux with more than a hand's distance from senior/top management cannot act as a guiding force and support for the ones relying on them for this. They are looked down upon by juniors and they are not invited in discussion on important corporate matters, even they feel like passing their lives under constant

surveillance and watchful eyes. It is next to impossible to make lasting decisions in such a situation and it is the reason for organization failure and employee turn over.

Either they avoid making decision altogether or if they are pushed to make one, their decision is not workable with respect to the situation. They tend to make copy decision on theoretical knowledge not via using their intuition and foresight. This state makes them vulnerable and their relationship in organizations seems diminishing; and they keep on changing from one company after another and this hopping devastates their entire career.

### **Communication gap**

There are millions of organizations round the globe who report billion of loses every year. The cause-effect flow shows that these losses are owing to the lack of communication among different tiers of an organization; when information is not timely passed on then decision making seems improbable and delay in decision making leaves no room for growth and prosperity. In this rapidly advancing 21<sup>st</sup> century the real asset is 'information', not assets, technology and machineries. Communication plays a vital role in the success of every organization. Successful CEOs build organization that attracts people who want to perform at the highest level possible. One important way they achieve this is to value trust and mutual information sharing. Excellent interpersonal communication skills create a more productive work environment while poor skills lessen productivity. Individual and organizational success ties directly to the interpersonal competence of the entire team (Northup, 2011).

When managers are not given proper information that is required to make immediate and important decisions, then they rely mostly on their common sense and this common sense increases the fear of risks rather than reducing it. These hasty decisions create havoc and chaos in organizations and the people involved in execution look confused in implementation. In return, the reaction reflect back to the managers and this situation leaves them no-ware.

Managers, especially in the middle management capacity, are like shock absorbers and they have to take immense pressure from the functional and bottom line vis-à-vis from the upper management; accurate, concrete and concise flow of information helps managers to absorb these pressures and they diffuse this pressure down with efficient and timely decisions. If it is not the case then sharp feeling of estrangement encircles them and the devastating reflection of wrong decisions destroys the whole organization.

### **Uncertainty**

The ever-changing environment of an organization

creates uncertainty. Uncertainty can pose either opportunities or challenges that an organization must deal with in order to succeed (Katkam, 2011). Economic recession that has engulfed global corporate culture and entrepreneurs round the globe has made them to put their best efforts to overcome financial difficulties they face round the clock.

On the other hand, rapid organizational pace and dynamic culture often stimulate uncertainty and decision making surfaces as a real difficult tasks because of the ever changing and working circumstances. External uncertainty arises from the open market and well knotted organization design helps managers to take decisions in the very right direction to encounter uncertainty and save themselves from the worst effect.

The process of decision making is two folds: to make decision and to have the decision implemented. It is for sure that external uncertainty cannot be controled but internal uncertainty that prevails in organizaitons does the real damage. Top Management is not sure of its goals and objectives and it leaves the middle, functional and bottom line management in chaos. The functional and bottom line tiers are the more operational ones. When they are involved in physical tasks their level of frustration drops down. But when we talk of middle managers the picture looks faint; their core job is to get the job done and they need to make programmed, un-programmed and spot decisions. If they are uncertain of what they should do, and if they are uncertain of what would happen if they do it, then they feel like a person walking in his sleep, without any direction and known dimension.

This situation ends up in intellectual explosion and lasting personal dmage; they do not feel like working actively and blame game starts. Managers put blame to the changing situation and refuse to own the consequences of their decisions. They incline to make faulty decisions as any change can be undertaken any time. These decisions vitally reveals the incompetency and negligence on their part but the real cause is still unknown to those who are involved in execution.

### **Conclusion**

Middle managers are most imporant tier in an organization and if they are alienated, they lose sense of ownership from their jobs, from the organizaiton they work with and finally from themselves, making the consequences disasterous. Estrangement, loss of ownership, intellctual debacle, persoanl loneliness, uselessness and unworthiness are the significant symptoms of alienation. When the work is smart, not hard, then the need for effective and efficient mental equilibrium is more than every other thing required.

Brain controls the nervous system, which is the real function of human brain; while mind is the software that

helps an individual forms ideas and transforms them into actions. Decision making is purely a mental process and it needs a composed mind-body relation. This balance can only be achieved if the organization provides a working atmosphere that generates happiness and sense of ownership. If this sense is not there then who will make the decision? Are we walking towards a dead end where we would be outsourcing the process of decision making for our organizations?

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