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LEVEL OF KNOWLEDGE ABOUT EXISTING METHODOLOGIES IN THE BUSINESS DECISION-MAKING PROCESS IN PERU

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Abstract

This research arises from the question: How can we determine the level of knowledge of the existing methodologies of the business decision-making of Peruvian entrepreneurs? Faced with this problem, the general objective was raised: To determine the level of knowledge of the existing methodologies in the business decision-making process in Peru. We know that officials, businessmen, directors, managers, middle managers of an institution or any collaborator who leads a department or a group of people, has the need to make decisions permanently. It is the same that happens to all human beings in their routine. From the moment we stand up, we go through time assuming alternatives to decide something, although on certain occasions they are automatic due to habit and / or unconscious components that allow very repetitive decision-making. This research is descriptive, not experimental and transversal. With a population of 2 million 734 thousand 619 entrepreneurs and its sample 385 entrepreneurs, the survey will be used as a technique to collect information, using an instrument such as the questionnaire.

Keywords: Methodology and decision-making, entrepreneurs.

Resumen

Esta investigación nace de la interrogante ¿De qué manera podremos hallar el nivel de conocimiento de las metodologías existentes de toma de decisiones empresariales en los empresarios del Perú? Frente a esta problemática se planteó el objetivo general: establecer la categoría de conocimiento de las metodologías existentes en el proceso la toma de Decisiones Empresariales en el Perú. Sabemos que los funcionarios, empresarios, directivos, gerentes, cargos medios de una institución o cualquier colaborador que administre una dependencia o un conjunto de personas, tiene la necesidad de tomar decisiones permanentemente. Es lo mismo que les ocurre a todos los seres humanos en su rutina. A

partir del momento en que nos ponemos de pie, transitamos en el tiempo asumiendo alternativas para decidir algo, aunque en ciertas oportunidades son automáticas debido a la costumbre y/o a componentes inconscientes que permiten tomar decisiones muy repetitivas. La investigación es de tipo descriptiva, transversal, no experimental. Teniendo como población 2 millones 734 mil 619 empresarios y su muestra es de 385 empresarios al cual se aplica, Scopus

utilizando la encuesta como técnica que permitirá recopilar la información, haciendo uso de un instrumento como el cuestionario.

Palabras clave: Metodología y toma de decisiones, empresarios.

I. INTRODUCTION

Whether we like it or not, the issue of making commitments is externalized in decision-making and a large part of them are made in the face of risk or uncertainty. Even if we work to exhaustion, studying the options and their possible consequences, we will not know the result of the decisions we will make until we decide to make them.

In Venezuela, according to Acosta & Alvarado (2018) many Small and Medium Enterprises (SMEs) do not have an Administrative-Accounting Procedure that stores all the data due to lack of knowledge, since they do not know the extent of the benefits and advantages offered by these methods. Currently they maintain a complete control manually, forcing the external hiring of other professional experts in the field, causing more business expenses, implicating ineffective decision-making, or better said, they do not have cognitive support to guide their decisions since they do not have a technique that provides timely, pertinent, and periodic data. The limited access and lack of quick information in their routine activities becomes a very high impediment that makes it impossible for an SME to progress, disturbing it to give a creative and rapid response in order to stay in the market and be able to grow and compete in its economic turnaround. The need that organizations have to process and collect large amounts of information forces these entities to use technology that is always evolving, as well as computer networks, as primary mechanisms for managerial decision-making.

In Peru, Rivera et al. (2020) mention that once the liquidity, solvency and profitability ratios of the company Servicios Generales Hidráulicas y Civiles Armer SAC for the 2008 – 2019 cycle were analyzed, it showed that the ratios do not have the same behavior; observing that while the liquidity and solvency ratios increased until 2013, the profitability ratio began to decrease towards that same year 2013; and from 2014 to 2015 there was a period in which profitability increased with a rise in its debt capacity and the same level of liquidity. It is recommended to analyze the ratios to better define the impact on the use of financial analysis for decision-making as a device for improvement in management.

Puse (2021) states that in Lambayeque, in the brick company Chalpón S.A.C, the break-even point was priced for the asset ratio, which indicated that the most purchased item from the company is the Pandereta brick, although, it showed a great difference in relation to the break-even point, it being very below even with the King Kong and Pandereton bricks; establishing that sales are below the break-even point, which may cause a harmful effect on its income statement. It was recommended that the company applied the method of costs by processes, in order to consolidate the determination of a more precise cost of the products, which will contribute to know what means are used in each process and determine a parallel between them, to fix the processes or to determine the areas to optimize.

As background information, the international, national and local levels were taken into account, such as:

Suarez (2021) in his research named "Technological and financial tool under the Scoring methodology that allows to facilitate decision-making for the acquisition of financial goods and services offered by Colombian banks", whose objective was to identify financial and technological alternatives that exist to be studied through a Scoring model applied in a financial and technological tool. The research was of the applied type with the survey

as a technique, the questionnaire as an instrument and a sample consisting of 35 people. The results indicated that there is no specific application in the country that allows them to understand the current situation of financial products and services in Colombia for adequate decision-making. In conclusion, the design of a technological and financial tool under the Scoring methodology that allows good decision-making in the face of Colombian banks was proposed.

Corcuera (2018) studied the existing relationship between information management and decision-making in the Metropolitan Commissions of the Metropolitan Municipality of Lima in 2017, conducting a survey to a sample of 42 municipal collaborators. The results show that, in decision-making, 60% of municipal collaborators are at a medium level and 40% at a high level. Likewise, in the follow-up of the decision, 86% are located at a medium level. The conclusions show there is a significant and high correlation between both variables

Petroni (2017) carried out his research at the Efe Agency S.A of Pedro Ruiz, with the objective of outlining decision-making tactics to improve the organizational climate in that agency. The type of research was descriptive and propositional, making use of the survey and questionnaire; and the results indicate that in the organizational climate, although buyers show inconveniences when getting a product, in addition to having problems with the sellers' attention, the company always shows a good level of decision-making, although not a very good one. In conclusion, more work must be done on the projection of tactics that contribute to optimizing the organizational climate, likewise, it is necessary to solve the deficiencies in decision-making to begin developing a proposal.

The Theory of Decision-Making, explains Barrera (2006), is the method in which every human being has the obligation to choose between 02 or several options. All of us go through the whole of our existence looking for ways to make decisions. Some decisions have a certain significance related to the improvement of our existence, while there are other failures that are more fundamental in us. Its dimensions are: Elements, Decision Steps, Managerial Decisions Scenario, Decision Criteria, Project Decision, Operations Research.

The Formulation of the Problem was constituted by the following question: How can we find the level of knowledge of the existing methodologies of business decision-making in the entrepreneurs of Peru?

The Justification of the study was oriented towards three reasons. Theoretical justification: The study has a high amount of information to be prosperous, referencing books, scientific articles, theses, and other documents. Here, it is possible to appreciate the propositions that support and allow to cement the importance of the existing methodologies of decision-making in an institution as a portion of the human beings' performance in the administration. Social justification: The research proposes prosperity operations and raises the level of decision-making in the officials of the organizations, contributing to strengthen the company's competitive environment and generating a socio-economic growth in society. Methodological justification: An instrument used in other research studies was adapted and validated in order to demonstrate its reliability, the research is descriptive of a quantitative approach.

The General Objective was: To establish the category of knowledge of the existing methodologies in the process of business decision-making in Peru. The Specific Objectives were: To determine the criteria that have ordered recent studies and research on knowledge regarding the methodologies of business decision-making in Peru; to examine the results of the questionnaire related to what has been happening for the past few years; and to draft recommendations regarding the knowledge of decision-making methodologies that can help increase business decision-making in our country.

II. MATERIAL AND METHODS

The type of research is descriptive, as the variable under study is described according to the scenario in which it is being developed. As the variable has not been manipulated, the design is non-experimental – cross-sectional, since, in addition, it was a description of a given time.

The population is 2 million 734 thousand 619 entrepreneurs in Peru. The sample size is made up of 385 entrepreneurs

The technique used to collect the data, by means of which the information was obtained, was a survey, while the instrument by which the data was collected was a questionnaire.

III. RESULTS

3.1. Tables and Figures

Table 1

Gender

	Frequency	Percentage
Female	167	43.4
Male	218	56.6
Total	385	100.0

Source: Own elaboration.

Table 2

Age

Source: Own elaboration

	Frequency	*Percentage*
From 18 to 30 years old	153	39.7
From 31 to 50 years old	152	39.5
From 51 to 70 years old	72	18.7
From 70 to older	8	2.1
Total	385	100.0

Table 3

When making decisions, do you think it over several times to find the best decision?

	Frequency	Percentage
More convenient	134	34.8
Fairer	126	32.7
Little risky	85	22.1
Less painful	28	7.3
Doesn't know, no opinion	12	3.1
Total	385	100.0

Source: Own elaboration

Table 4

Location of residence

	Frequency	Percentage
Amazon	24	6.2
Ancash	5	1.3
Apurimac	23	6.0
Arequipa	27	7.0
Ayacucho	22	5.7
Cajamarca	39	10.1
Cusco	14	3.6
Huancavelica	7	1.8
Huánuco	2	0.5
Ica	7	1.8
Junín	8	2.1
La Libertad	9	2.3
Lambayeque	94	24.4
Lima	18	4.7
Loreto	12	3.1
Madre de Dios	12	3.1
Moquegua	9	2.3
Pasco	7	1.8
Piura	12	3.1
Puno	6	1.6
San Martin	6	1.6
Tacna	6	1.6
Tumbes	12	3.1
Ucayali	4	1.0
Total	385	100.0

Source: Own elaboration

Table 5

According to your knowledge and business perspectives, what do you think the process of decision-making is?

	Frequency	Percentage

Stimulus occurrence, search for information, formulate the problem, choose the best alternative, evaluate the alternatives, implement the alternative.	96	24.9
Stimulus occurrence, search for information, formulate the problem, implement the alternative, evaluate the alternatives, choose the best alternative	102	26.5
Stimulus occurrence, search for information, formulate the problem, evaluate the alternatives, choose the best alternative, implement the alternative	133	34.5
Search for information, stimulus occurrence, formulate the problem, evaluate the alternatives, choose the best alternative, implement the alternative	22	5.7
Search for information, stimulus occurrence, formulate the problem, implement the alternative, evaluate the alternatives, choose the best alternative	14	3.6
Doesn't know, no opinion	18	4.7
Total 385	100.0	

Source: Own elaboration

Table 6

When you make a decision for the company, how do you feel?

	Frequency	Percentage
Good	97	25.2
Normal	120	31.2
Reliable	127	33.0
Indecisive	20	5.2
Doesn't know, no opinion	21	5.5
Total	385	100.0

Source: Survey applied to Peruvian entrepreneurs.

Table 7

Do you know how many risks your company faces?

	Frequency	*Percentage*
Yes	289	75.1
No	96	24.9
Total	385	100.0

Source: Survey applied to entrepreneurs in Peru

Table 8

What are the risks your company faces?

	Frequency	*Percentage*
Damage to the brand and reputation	67	17.4
Collapse of economic movement and parsimonious economic recovery	96	24.9
Growing competition	53	13.8
Legal changes	42	10.9
Viruses, hackers, malicious computer code and cybercrime	38	9.9
Inability of creation and satisfaction of the needs of the clients	27	7.0
All of the above	45	11.7
Doesn't know, no opinion	17	4.4
Total	385	100.0

Source: Survey applied to entrepreneurs in Peru.

Table 9

What is a decision tree diagram for?

	Frequency	*Percentage*
To apply an adequate diagnosis to choose the best alternative	125	32.5
It is a blueprint of different alternatives regarding some related decisions.	66	17.1
To solve problems.	86	22.3
To thoroughly search for risks.	68	17.7

Doesn't know, no opinion	19	4.9
All of the above	21	5.5
Total	385	100.0

Source: Own elaboration

Table 10

A decision tree consists of a structured set of questions asked to the personnel involved in an adverse situation, which serves, among other things, as a support for informed and fair decision-making.

	Frequency	*Percentage*
Doesn't know, no opinion	55	14.3
True	256	66.5
False	74	19.2
Total	385	100.0

Source: Own elaboration

Table 11

Select the correct option in relation to the initial budget of a project.

	Frequency	*Percentage*
High, minimum, high	95	24.7
Low, maximum, low	52	13.5
High, minimum, low	91	23.6
Low, maximum, high	114	29.6
Doesn't know, no opinion	33	8.6
Total	385	100.0

Source: Own elaboration

Table 12

Why would you consider linear programming important to your company?

	Frequency	*Percentage*
To optimize the use of supplies	82	21.3
To generate more sales	47	12.2
For a better production forecast	110	28.6

To maximize profits	86	22.3
All of the above	39	10.1
Doesn't know, no opinion	21	5.5
Total	385	100.0

Source: Survey applied to entrepreneurs in Peru

Table 13

How do you designate tasks in your company?

	Frequency	*Percentage*
Through people	210	54.5
Through machines	61	15.8
All of the above	83	21.6
Don't know, no opinion	31	8.1
Total	385	100.0

Source: Survey applied to entrepreneurs in Peru.

Discussion of results

For the research on the level of knowledge of the existing methodologies of decision-making that influence the business process in Peru, basically 26 indicators were elaborated, which were distributed onto 6 dimensions, which are: Elements, Decision Steps, Managerial Decisions Scenario, Decision Criteria, Project Decision and Operations Research. In this sense, the resulting indicator reflected that there are more male entrepreneurs with a percentage of 56.6% and that, regarding the inhabitants of the 24 jurisdictions of Peru, most have their place of residence in the department of Lambayeque, making constant decisions.

Regarding the findings of the Elements dimension, it tells us that, when making decisions, entrepreneurs usually think it over several times trying to find the correct decision. Also, it was concluded that 34.8% of the managers answered that they make the most appropriate decisions for their company and that they make their decisions according to the levels of structure in which the company finds itself. This result resembles what Corcuera (2018) mentions, stating that to make a decision in the Metropolitan Municipality of Lima, 60% of municipal collaborators are at a medium level, indicating that decision-making is moderately difficult.

On the other hand, regarding the Decision Steps Dimension, 34.5% of entrepreneurs answered that they have the following procedure: Stimulus occurrence, search for information, formulate the problem, choose the best alternative, evaluate the alternatives, and implement the alternative; in order to choose the best decision alternative. This result resembles what Corcuera (2018) mentions, stating that in the Metropolitan Municipality of Lima, regarding the decision follow-up variable, 86% are located at a medium level, which makes decision-makers choosing the best way to make decisions possible on a regular basis.

In relation to the findings of the Managerial Decisions Dimension; administrative managers tell us that 33% feel comfortable making decisions, which predicts good results given that decision-making is of the utmost importance for the future of the

organization. Regarding the risks faced, 75.1% know the problems their company goes through; one of the risks being the collapse of economic movement and parsimonious economic recovery, 24.9% stating that Peruvian companies suffer from it. This result resembles what Petroni (2017) mentions regarding the Efe Agency S.A of Pedro Ruiz in Chiclayo which, despite the inconveniences with customers, always shows a good level of decision-making; although more work must be done on the projection of tactics that contribute to optimizing the organizational climate, as well as the need to solve the complications when making decisions in order to begin developing a proposal.

Regarding the findings of the Decision Criteria Dimension; 32% of managers know that it is good to make a schematic representation of a decision tree when making decisions; since it represents the application of a suitable diagnosis to choose the best alternative. Taking into account that 66.5% agreed that the decision tree is a structured set of questions asked to the personnel involved which serves as a support for good decision-making for the company, meaning it is of great help based on the future goals of the organization, these results resemble the theory of Barrera (2006) which states that every human being has the obligation to choose between 02 or several options to find the best alternative for decision-making.

In the findings of the Project Decision Dimension, 29.6% of managers tell us that the budget when starting a project has a low cost, and as it progresses it reaches a maximum during the intermediate phase until it reaches a high cost, obtaining good profits and the allowing the company to become well known. Linear programming must also be taken into account, with 28.6% equivalent to 110 administrative managers stating they use it to know how to forecast how much they should produce. These results are different from what Suarez (2021) mentions, who states that in Colombia there is no specific application that allows them to understand the current situation of financial products and services for adequate decision-making.

Merino-Núñez et al (2022) "In the case of the dimensions in which the level orientation is displayed from medium to high, they are: Linear Programming III (82.6%); Managerial Decision-Making in a Scenario of Certainty (78.1%); Linear Programming I (74.8%) and lastly Classification of Model Types (72.4%). As reiterated by Solano et al. (2019), the decision-making process will improve if the operational technical part of the company adapts to the management of quantitative and qualitative models so that the higher decision makers can concentrate on performing other more relevant tasks within the company. To exemplify the models, Vázquez-Ramos et al. (2017) propose the design and creation of a software for the evaluation of decision-making in school age regarding the sport of volleyball"

And finally, regarding the findings of the Operations Research Dimension, the designation of tasks within the company is done through people, with 54.5% (equivalent to 210 managers) stating that they perform or designate their tasks that way. They also take into account that workers are efficient in each task they are assigned, given that they really know what they are doing, and their effectiveness indicates the professionalism of a competitive worker who performs his work assertively. An effective collaborator contributes to the peace of mind of every boss who trusts when delegating responsibilities; this result being similar to what Corcuera (2018) mentions regarding that, in the decision-making process of the Metropolitan Municipality of Lima, 60% of municipal collaborators are at a medium level and 40% at a high level, and likewise, 86% are located at a medium level regarding decision follow-up.

In any company, decision-making aims to find the optimal alternatives to solve problems at all times.

CONCLUSIONS:

This study aimed to "Establish the category of knowledge of the existing methodologies in the process of business decision-making in Peru", where a meticulous analysis on how important it is to know how to make decisions in organizations was considered, as well as being based on some concepts of national, local, and international research where this topic was discussed.

To demonstrate this, we first identified and determined the characteristics that administrative managers have when making

decisions, where we estimated the propositions that support and cement the hierarchy of existing methodologies for decision-making in an entity as part of the behavior of people in management. Likewise, it is of the utmost importance for the administration, in order to preserve the coherence and harmony of the work team and therefore its effectiveness in decision-making, to establish a problem and seek a truthful conclusion, after all the options have been inspected and the best one has been one chosen. Here we must consider the goals that the organization has proposed for the future in order to make the most appropriate decision, taking into account the process where many alternatives to solve the problem that the company is going through must be analyzed and the most appropriate and favorable one must be chosen to continue operating according to what is proposed.

In the surveys conducted, it was observed that male managers are mostly who constantly make decisions in their organizations, obtaining a percentage of 56.6% equivalent to 218 managers of Peruvian companies in all the surveys carried out at the national level, with an age range from 18 to 30 years and in greater quantity from the department of Lambayeque. From the total of respondents, 34.5% equivalent to 133 managers answered that the process of decision-making consists of stimulus occurrence, search for information, formulate the problem, evaluate the alternatives, choose the best alternative, and implement the alternative.

The decision-making process is undoubtedly one of the greatest responsibilities of a manager, who must have a clear idea of the company's objective since all decisions establish the progress or frustration of every company, given that they are the engine of commercial activities.

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