

Review of: "Mitigating organizational decision making amidst the dragging effect"

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Potential competing interests: No potential competing interests to declare.

Dear Dr. Otara,

The title of the paper is very suggestive, however, very generic. I do not doubt your willingness to emphasize the importance of decision-making, but, writing a scientific paper a minimum structure is required: specification of a research objective, theoretical framework, application of a methodology, results and conclusions.

I am going to give you several examples of errors that I observe in the article:

1. It begins by talking about qualitative methodology and quality management for decision-making, but they are not developed in any part of the work, nor is the reason for using these methodologies for this work justified. It would have been interesting to focus on these two methodologies for a specific case, develop it, apply the corresponding analysis, thus, be able to see the differences in the use of one and the other, and their effects on the results. But I repeat, in a specific and delimited case of research.

2. There are several statements in the text that are too categorical, and should be qualified, examples:

a. *The quality of decision making depends on clearly defining objectives, offering options to solve problems, and considering and balancing values and interests.* → Are you sure it only depends on that?

b. *It is clear from the various definitions that decision-making is a combination of art and science* → art? I think it is more related to the Theory of Resources and Capabilities. Art encompasses other disciplines.

c. *The essential factor in determining whether organizational management is successful or not is the caliber and speed of decision making* → I believe it depends on more variables. Remember the Theory of Resources and Capabilities, as an internal focus of the organization, and the Theories of the Environment, when Porter (1985) spoke of the competitive forces of the environment

3. Throughout the text, reference is made to uncertainty in decision-making, cognitive biases, personal influences... Note that all this was already described by the Nobel Prize winner in Economics Herbert Simon (1978) when he developed the theory of bounded rationality, which to a certain extent tells us that decisions are limited by the inability of the mind to capture the complexity of the world and the interrelationship between its elements, which means that we frequently use heuristics for decision-making, and so, in many cases, it produces cognitive biases in reasoning.

4. Finally, the conclusions are very weak, considering the compilation of the theory is very generic and imprecise. This leads to truisms with phrases like: *the management of the organization must implement some tactics to simplify things and make the decision-making process more efficient. Or, the success of any organization's decisions depends to a large extent on the ability to foresee possible results.* Which is obvious, considering that, if we knew the results in advance, the science of decision making would be meaningless.

I recommend you to redirect the article as follows. Choose one or two decision-making methodologies that theory has already validated, apply them to a specific case, set an objective, develop the study, apply the statistical foundations of each methodology, obtain the results, and then, according to the theoretical framework, draw the conclusions of the work, for example, explaining the differences between both methodologies.

I hope it helps you.

Sincerely,