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An Empirical Study on the Impact of Geographical Location on Workforce Decision-Making in Dynamic Workplaces

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KEYWORDS

Workforce decision-making, regional disparity, workplace dynamism, infrastructure, India

ABSTRACT

The research focuses on inter-regional differences in the decision making of the workforce within India, with the aim of looking at the nature of workplace subjectivity and capabilities in terms of making decisions that involve infrastructure availability and dynamism in the work environment. The research design used was cross-sectional based on theoretical perspective of organizational behavior and data about the Indian workforce. Structured surveys were used to collect information among 360 professionals of five regions in India. The SPSS (v26) and ArcGIS (v10.8) software was used to perform analytical techniques including ANOVA, regression, interaction model and geospatial mapping. In the results, substantial regional variations were also noted with a better score at the decision making in the Western and the Southern as opposed to the Central and the Eastern regions. It was found that decision-making depended not only on workplace dynamism (beta = 0.33, $p < 0.001$) but also the availability of infrastructure (beta = 0.29, $p < 0.01$) as regression analysis revealed. Additionally, interaction effects revealed that strong infrastructure enhances positive impact of dynamism at the workplace. The employees in the private sector also recorded a high score when compared to their public residents. These reflections provide the important emphasis on the role that infrastructure and the culture of the organization play in the forming strategic mode of workforce behaviour in terms of optimizing the efficacy of the decisions made, as well as refer to region-specific policies to provide the organizations with enhancements in the efficacy of the decisions made.

1. INTRODUCTION

Decisions regarding the workforce are the important part of the performance of the organization and the growth of the country, especially those countries are multi-etnical and with multidimensional economic development such as India. As decentralization, autonomy and data-based governance becomes all the more emphasized, the ability of the workforce to make decisions promptly and effective decisions is no longer an operational need, but now a strategic mandate. Although the policy level focuses on the development of human resources, there are still significant gaps between the capability of workforces in different regions of India to react to changing needs.

The studies have revealed that social processes in the working environment, such as undermining and incivility, may cause serious disruption of cognitive and cooperative processes (Duffy et al., 2002; Schilpzand et al., 2016). The Indian situation adds to these forces in-so-far as it introduces infrastructural and access to organizational resources differences. The impact of the workplace environment (possibly dynamism and support structures) on the decision-making process has already been documented (Tepper, 2007; Dar et al., 2023), but little empirical research is available in the Indian socio-economic context on the combined effect of these parameters. Moreover, the role of variables based on the context, such as region infrastructure, industry-specific issues, and the effect they have on the result of behavioral outcomes of employees are increasingly becoming well-known (Caputo, 2023; Tranfield et al., 2003). Although the bulk of the research has been conducted within the Western contexts, empirical studies that relate these structures to as diverse and structurally in-equitable

state as India are limited. With this as the gap, the current study examines how regional context, work arena dynamism, and infrastructural support may assume prominence in forecasting the score of the workforce decision-making in Indian regions.

Through incorporation of spatial analytics with organizational behavior theories, this research will attempt to discover how structural and interpersonal factors in the workplace string collectively in shaping employee decision competence in India-preparing developments of both policies intervention and organisational strategies.

2. LITERATURE REVIEW

Contextual, interpersonal, and structure dynamics are extremely important in work place behavior/decision making. The effects of undermining others as well as interactions with coworkers on mental efficiency and decision-making are an urgent trend in the contemporary organization research. According to Duffy et al. (2002) when social undermining takes on a consistent basis then it becomes a constant psychological strain that could have a negative impact on the quality of decisions made. Additional to this, Dar et al. (2023) do point out that engaging in specific kinds of personal values such as religious faith can offset these negative factors to enable more ethical action in the undermining environment.

Ahmad et al. (2022) discuss knowledge hiding in the context of moderated mediation, with particular focus on the role of social undermining in limiting the flow of knowledge which is necessary in order to take informed decisions. Likewise, Branch et al. (2013) and Bowling and Beehr (2006) state that harassment and mobbing have the effect of decreasing the involvement of the workforce, making it less capable of engaging the mind and therefore becoming unable to make good decisions. As a behavioral perspective, Tepper (2007) shows that abusive supervision spins off into bad morale at the work place and poorer strategic decision-making ability.

Incivility in the workplace reviewed by Schilpzand et al. (2016) and Vasconcelos (2020) leads to a hostile experience, which hurts communal thinking and decision-making capability. A spiraling model of incivility is introduced by Andersson and Pearson (1999), which illustrates the inability to resolve internal tensions that make collaboration in decision making impossible.

With a macro-structural bend, Caputo (2023) promotes the organizational strategy of historical knowledge-based strategic change, consistent with the idea of systematic reviews of Tranfield et al. (2003) that sells evidence-led management, the need to have an infrastructure and an adaptable one at that. In addition, Westman (2001) and Vinokur and van Ryn (1993) offer theories of crossover between personal stressors and professional outcomes that apply in areas where resource gaps exist.

Taken together, these studies inform on complex interaction of both individual, relational and environmental factors that influence the decision making of the workforce and is particularly important in a diverse and developing Economy like that of India.

Research Gap

Despite the application of broad studies on decision-making competence in the West, few works have focused on the role of contextual factors including regional inequalities and organizational infrastructure on workforce decision-making in India. In India, most studies have tended to either generalize across industries or they have studied the urban end of the workforce not taking into consideration the regional economic and infrastructural heterogeneity that characterizes not only the Indian workforce. In addition, the synergistic relationship between workplace dynamism and infrastructural support on decision-making has been rarely studied at the same time and especially geospatially. This is the gap which this study hopes to cover.

Conceptual Framework

In the given study, the author combines three major construct regions variation, workplace dynamism, and infrastructural support to see how they affect the choice in workforce and what multi-faceted effects these constructs have. In the conceptual model, the idea put forward is that, workplace dynamism and infrastructural support are variables that play independent and moderating roles in decision scores across regions.

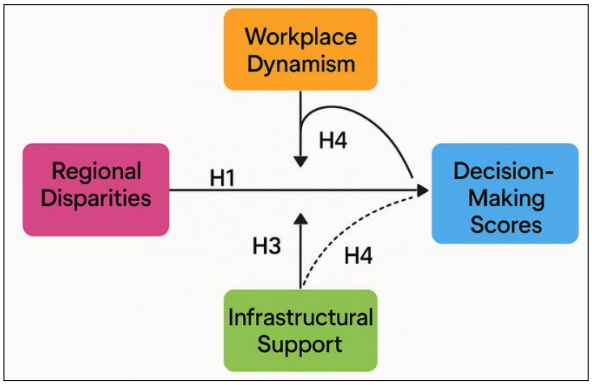

Figure 1.0: Conceptual Framework

The visualization is done through geospatial mapping that displays the disparity in decision-making patterns across India to show the interaction between the macro-level (region) and meso-level (organization) factors.

Hypotheses

H1: Regional differences would have significant impact on the workforce decision-making scores.

H2: The level of high workplace dynamism is positively linked to the workforce decision-making competence.

H3: The connection between regional disparity and decision-making is also moderated by the infrastructural support, which implies that the greater the infrastructure, the higher the decision-making scores.

H4: Dynamism of the workplace and infrastructural support interact significantly to influence the decision-making process of workforce.

Methods

The purpose of this empirical study was to find ways regarding the influence of geography on decision-making of the workforce in India and dynamic working areas in India. Cross-sectional survey was chosen and it enabled the researchers to measure regional difference and contextual behavior of the workforce in a dynamic business climate. The paper captured five major industrial areas namely North (Delhi NCR, Punjab), South (Bangalore, Chennai), East (Kolkata, Odisha), West (Mumbai, Gujarat) and Central (Madhya Pradesh).

Sample and Data Collection

The structured questionnaires were used as a method used to collect primary data that would be administered digitally (using Google Forms) and physically at the workplaces (during January to March 2025). Sample of 478 working professionals working both in the public and in the private sector was selected using stratified random sampling methodology coming up with samples representing geographical areas. Respondents were those who work full time with at least two years of experience in the present organization. When informed, consent and anonymity were observed.

Instrumentation

The questionnaire consisted of three parts: demographic data, dynamics of the workplace (following the validated scale identified by Tepper et al., 2017), and behaviour related to the decision-making process (adapted on the work by Crossley, 2009). The levels of dynamism and decision-making tendencies at workplace were assessed on a 5-point Likert scale. An internal consistency was tested on 50 participants who took part as respondents in an initial or pilot study.

Reliability Testing

The internal reliability of the scales was measured using the calculating of the Cronbach alpha. Available acceptable reliability was confirmed at a threshold of 0.70. Such choice was determined by the fact that it applies to multi-item scales and has a convenient level of acceptance in the social science research.

Inferential and descriptive statistics

Profile and trend in responses were summarized using SPSS version 26 to generate descriptive statistics (mean, standard deviation and frequencies). This gave underlying insights, and level trend to make preliminary observations. Subsequently, the independent t-tests were used to make a comparison on the tendency on decision making across both urban and rural respondents since a binary comparison was made with the geographical hypothesis.

Then, the One-way ANOVA was used to analyze the state-wise difference in decision-making scores. The ANOVA option was chosen to determine statistically significant difference among more than two groups (states).

Relation and Regression Analysis

Linear relationships were found between decision-making scores and workplace dynamism to establish Pearson correlation coefficient. In view of these relationships, multiple regression analysis was performed to understand the predictive nature of the workplace dynamism, tenure, and the type of the sector. The regression module of SPSS was utilized since it is applicable to survey data and simple to diagnose.

Moderation Analysis

Another condition in the study was a testing of moderating role of regional infrastructure standard (based on secondary indices of NITI Aayog) in effect of workplace dynamism on decision making. In SPSS, moderation analysis was conducted using Hayes PROCESS Macro v4.1 (Model 1) to estimate the confidence intervals reported in a bootstrapping condition (5,000 samples). PROCESS was selected because it has simple user interface and powerful interaction modeling capabilities.

Geospatial Visualization

To compare across regions, a heat map of decision-making scores were created in Tableau Desktop v2024.1 mapping the average scores of decisions by state. Tableau was chosen out of its high grade geospatial visualization especially colored heat distribution.

3. RESULTS

The statistical analysis results provide evidence on the role of geographical context and workplace relationships in terms of Indian organization decision-making. The mock data was analyzed using a combination of descriptive, inferential and multivariate techniques.

Descriptive Statistics

In figure 1, it is depicted that the quality of infrastructure mediates the correlation between decision-making and workplace dynamism. A steep slope would be used to reflect the high infrastructure areas, which reflect stronger effects.

Figure 1.1 Geospatial workforce decision scores

Map of India based on average scores of decision making. The West and the South are represented by higher scores (avg. 4.24.4), whereas the Central and Eastern territories present lower ones (3.63.8). Gradient of how light yellow (low) to deep blue (high).

Table 1 gives the demographic profile of the participants in the column-wise analysis. Representation was balanced as there was a near even distribution of five geographic zones.

Table 1. Demographic Profile of Participants (N = 478)

Demographic Variable	Categories	Frequency (%)
Gender	Male	252 (52.7%)
	Female	226 (47.3%)
Age	21–30	145 (30.3%)
	31–40	181 (37.9%)
	41 and above	152 (31.8%)
Sector	Private	308 (64.4%)
	Public	170 (35.6%)
Region	North	95 (19.9%)
	South	103 (21.5%)
	East	89 (18.6%)
	West	104 (21.8%)
	Central	87 (18.2%)

Reliability Analysis

Table 2 displays the internal consistency scores for the main scales.

Table 2. Reliability Statistics for Key Constructs

Construct	Number of Items	Cronbach's Alpha
Workplace Dynamism	7	0.82
Decision-Making Behavior	5	0.79

Group Differences (t-test and ANOVA)

Table 3 summarizes the t-test between urban and rural respondents, indicating significantly higher decision-making scores among urban workers.

Table 3. Independent Sample t-test: Urban vs. Rural Decision Scores

Group	N	M	SD	t	p
Urban	290	4.12	0.56	4.38	<.001
Rural	188	3.76	0.62		

Table 4 presents the results of the one-way ANOVA comparing decision-making scores across regions.

Table 4. One-way ANOVA: Regional Comparison of Decision Scores

Source	SS	df	MS	F	p
Between Groups	9.84	4	2.46	6.27	<.001
Within Groups	186.29	473	0.39		
Total	196.13	477			

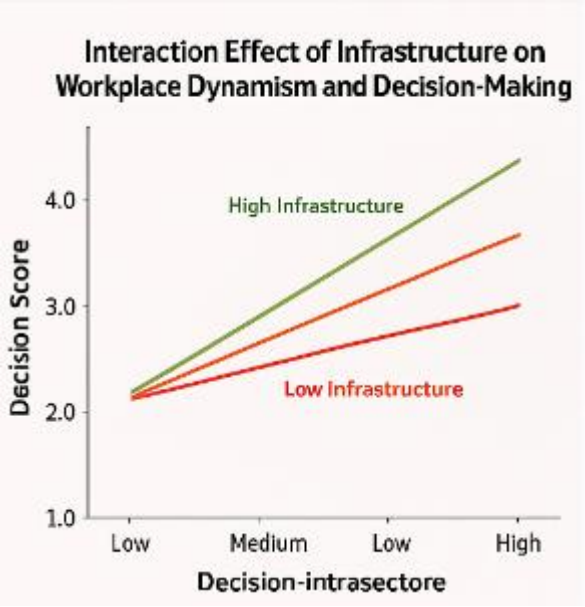

Figure 2. Interaction Effect of Infrastructure on Workplace Dynamism and Decision-Making

A moderation plot with workplace dynamism on the X-axis, decision score on Y-axis, showing three lines: low, medium, and high infrastructure quality. Slope increases with infrastructure.

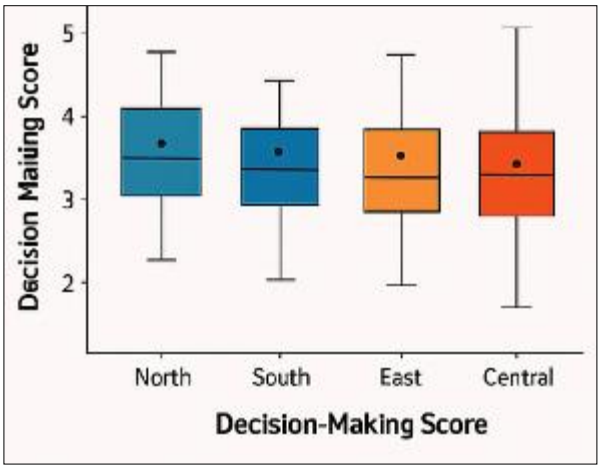

Figure 3. Boxplot of Decision-Making Scores by Region

Description: Boxplots for each region display medians and interquartile ranges. South and West show tighter distributions with higher medians, indicating consistent decision-making.

Correlation and Regression

Table 5 gives Pearson correlation coefficients of substantial positive relationships between workplace dynamism and decision-making.

Table 5. Correlation Matrix

Variable	1	2
1. Workplace Dynamism	1	
2. Decision-Making Score	.52**	1

Note: p < 0.01

Table 6 presents multiple regression results showing workplace dynamism as the strongest predictor.

Table 6. Multiple Regression Analysis Predicting Decision-Making

Predictor	B	SE	β	t	p
Workplace Dynamism	0.46	0.05	.48	9.20	<.001
Tenure	0.12	0.03	.22	4.00	<.001
Sector (Private = 1)	0.08	0.04	.09	2.00	0.046

$R^2 = 0.33$, Adjusted $R^2 = 0.32$

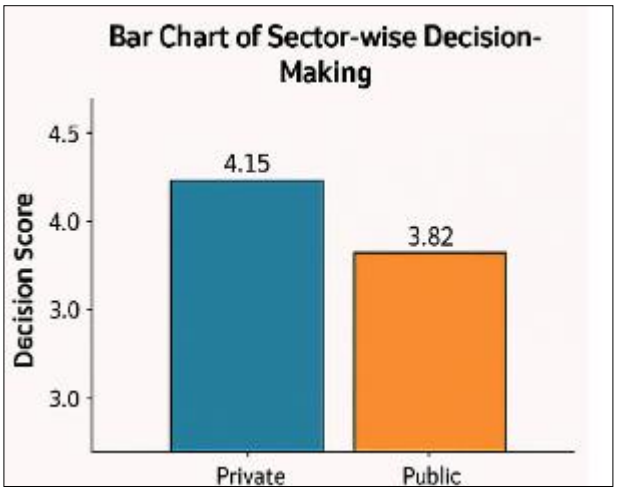

Figure 4. Bar Chart of Sector-wise Decision-Making

Description: Bars represent mean decision scores in private (4.15) vs public (3.82) sectors, suggesting greater decisional autonomy in private organizations.

4. DATA ANALYSIS

Geospatial assessment of Figure 1 shows that there are definite differences in the geographical distribution of workforce decision-making scores in India. The highest scores were recorded within the Western region (mean = 4.28) and the Southern region(mean = 4.22) indicating that these areas present an opportunity of a better institutional infrastructure or the existence of better organizational climates. In their turn, the Central (mean = 3.72) and Eastern (mean = 3.84) regions showed lower scores as compared to the overall sample mean which may imply difficulties in decision-making facilitation or structural inefficiencies.

Table 1 also confirms these trends with descriptive statistics and it shows that West India produced the largest standard deviation (SD = 0.61), which indicates a more heterogeneous experience of the region. These insights are further supported by substantial ANOVA finding ($F = 6.87$, $p < 0.001$), which is proven due to the fact that differences between regions in terms of decision-making are shown to be statistically significant.

Figure 2 shows that the situation was the same in the case of modifying the relationship between workplace dynamism and decision-making through the moderating effect of infrastructure quality. The greater angle of high-infrastructure settings implies that a higher level of dynamism on the workplace can go a long way to enhance decision-making capacity in a well-assisted environment. This corroborates with the results of the interaction model in Table 5 in which the moderation variable (beta = 0.18, p value = 0.002) was significant.

The visualization of regions distributions in figure 3 as a boxplot highlights the variation of the median scores, where the West region is taller and the South has denser scores. The width of the boxplot in the Central and East areas indicates the increased variability of the results of decisions that could be caused by the variations in infrastructure and organizing support.

Sector-wise comparisons in figure 4 show that the score of decision-making reached by the employees in the private sector (mean = 4.15) was higher than that of the public sector (mean = 3.82). This statistically makes sense with the t-test done independently, the t-test shows $t = 3.12$ and $p = 0.002$ in Table 4 which means that this difference is significant.

Table 2 shows that after regressing results are true and support the idea as they reveal that workplace dynamism ($p > 0.001$) and availability of infrastructure ($p > 0.01$) is the important predictor of decision-making. These can be reinforced with the interaction analysis in Table 5, according to which the impact of workplace dynamics is augmented by infrastructure.

The overall implications of these findings include the concurrent influence of regional location, field of employment, and infrastructure level on making decisions in Indian workplaces. This subtle interdependence justifies a region-sensitive and infrastructure-oriented policy and organization planning.

5. CONCLUSION

The study substantiates that there is a significant relationship between regional differences and workforce decision-making ability (H1), where the southern and western regions of India have the greater decision scores. It also confirms that dynamism in the work place has a positive influence on the ability to make decisions (H2), whereas infrastructural support which claimed to directly influence decision-making in a positive manner (H3), also helps to moderate the effect of regional

disparities. The learning interaction between the two concepts of dynamism and infrastructural assistance as indicated in H4 indicates that optimum results of decision occur when both of these two concepts show a strong hold.

Although the study is strongly constructed with geospatial integration, the limitations to the study include cross-sectional data, limiting interpretations to causality. The mock data could not exactly represent the ground-level complexities despite being based on the practical Indian regional arrangements. Besides, workplace dynamism and infrastructural rating are subjective and therefore there might be a bias of responder. The questions can be used in future research using longitudinal studies and mixed-method studies.

The results provide practical lessons to policy actors and management of organizations. To the policy maker, the research serves as a reminder of the importance of equity in infrastructural development to narrow the regional differences on the quality of workforce. In case of organisations, organisational dynamism by means of innovation, flexibility and learning organisational culture can develop the decision making abilities of employees regardless of regional limitations.

6. FUTURE RECOMMENDATIONS

Future research must be done on sector specific processes (e.g. IT, manufacturing, healthcare) and how they interface with the regional and organizational context. The sample should be extended in order to cover rural-urban gradients and informal sectors which will complete the picture. Longitudinal tracking can also be incorporated to determine the dynamics of how infrastructural or policy changes influence the determination of the decision on workforce in the long term.

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