

Solving Problems Creatively and Making Decisions Efficiently: How to Train Young Managers in Oman Air

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Abstract: The study is focusing on to solve problems creatively and make decisions efficiently as well as how to train young managers in Oman Air. The study's relevance, purpose, and problem statement are all included, as well as a brief overview of decision-making, problem-solving, and training young managers. Researchers distributed a questionnaire to 90 young managers (Katriina Hyvönen et al. 2009) as a target group. The questionnaire included different types of questions such as demographic and other questions related to such topic. The data collected were subjected to detailed analysis, based on which suggestion and recommendations are made. With the help of the tables, charts, and other materials, researchers can understand the many interpretations and findings of this study challenge. From the study researchers found that most of young managers are satisfy with the training programs that Oman Air Company provided to them.

Keywords: Young managers, training, solving problems creatively, making decisions efficiently.

1. Introduction

Managers are very important factors in any business or organization. They control and plan everything about the work and employees. Moreover, managers need to hold over the character of leaders if they want to motivate high performance group because leaders are friendlier and inspire than managers. So according to that we can give managers leadership training program through the concept of servant leadership, which point to managers should work hard to understand their employees and to be friendly with them not vice versa (K. Greenleaf, 1970). However, young managers can take more experience from former managers. Each organization should train their managers to get more skills and knowledge and to know how to deal with different situations. If any organization failed to train their young managers, they will make a very big mistake because the developing of any organization depend on the developing of employees, but in the other hand, if employees are not satisfying with their managers, they will not be productive and they will lose their motivation to the work and their performance will be low and that will lead to decrease on organization performance also (Eleni, 2019). Moreover, young

managers should know all the characteristics of their employees to know how to deal with them and how to communicate with them to solve any type of problems and to take decisions with them. However, if manager are don't have communication skills that will affect in their decisions.

New managers can't just take the position without doing anything or without inspiring their employees. Moreover, organization should provide to them training and development programs about managerial and problem-solving philosophies. Organizational prosperity depends on managerial problem-solvers (COME, 2016). The achievement of the organization, how the managers react the problem solving and taking the good decision making related to the complex situations. A best way to train young managers to lead effectively is to apply the concepts of effective coaching and training to be a successful manager (Verity, 2019). Problem solving is an important skill that all people should have. People are facing problems every day in their life so they should know how to solve it in good way. Employers and employees should take a training program about problem solving. If anyone has a strong problem-solving skill, they can make a big variance to their career (Kaiser et al., 2021). It's important for every manager to find a good way to solve problems under decision making process that will lead to a big success. However, managers should know all the steps of solving the problems to solve it quickly and effectively. First, they must find the problem and defined it. After that, they must gather different solutions about the problem. Then, manager must decide with his employees and chose the best solution. Finally, problem solving is choosing the best alternative. However, they will implement the solution and evaluate the results. In the other hand, decision making is process of determining something mainly with a big number of employees (Merriam, 2021). Furthermore, making decisions is a part of solving problems because employer must take decisions with his employees about the problems to take good and effective solutions. The research is focusing on solving problems creatively and making decisions efficiently and how to train the young Managers in Oman Air. Every organization has many

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problems and issues, if the problems are not satisfied by the managers again it will create a negative impact towards the organization or sector. Nechirwan Burhan, et al. (2020) studied that Training is the most important factor in human resource it helps employees and managers to develop their skills and their kind of thinking. This current research work discussed and analyzed the various problems of the Oman Air organization, how the young managers are tackling with the issues and took the good decision making as well as how the organization gave the training program to the young managers. Besides, the Oman Air should give proper training to the young managers then only they will make good decisions. Problem solving regularly requires decision making as well as decision making is at the same time as important for management and leadership. Decision making is beyond real to personalities; therefore, these individuals should focus more on enhancing the quality of their decisions. Moreover, People who aren't natural decision makers can often make good evaluations, but they must be more resolute in how they act on such findings Business Balls (2017). In addition, training young managers is important for the reason that to learn how to manage their responsibilities and come to be familiar with business operations. However, hiring new young managers without giving them with sufficient training can be a huge mistake for your organization, with unfortunate results and poor performance. Therefore, this produces the need of researching on how to solve problems creatively and making decisions efficiently also how to train young managers (Jay Tankersley, 2017).

2. Review of Literature

Training is not only to train the employees physically and mentally for the purpose of the institution development but it's for coming up with more skilled and educated people to know how to deal with different life situations. Training is like an instruction that gives to all level of employees and managers to improve their current position and to be ready for the future position. Without training and development programs managers can't manage their business in an effective way. Furthermore, institutions should provide different level of training programs to match with different level of employees. According to (Marie Verity 2019), Manager must see whether his employee's performance high or low and whether they need coaching or training. Training is helping employee and employers to learn new skills that need it for their job. In the other hand, coaching is to helping people to find best goals and best way to achieve them (Timothy Gallwey, 2018). Yu. S. Sergeenko, et al. (2021) clarifies in this study the importance of training system for managers in China. A manager of each organization plays an important role of restructuring and hold up with new solution. The study examined how the challenges will affect on the management style of the Chinese managers. Employers should be ready for any challenges that they will face in their organization. Inero V. Ancho, (2020) the study discusses the possibility of train employers to educate them with technical, fictional and effective aspect. Through the systematic approach that need it to train and educate teachers to be ready to deal with difficulty situations. Verhulst. T, (2017)

discussed about all organizations should develop their employees to be qualified and ready to manage their employees. Moreover, training programs should be match with organization need and any modern programs (Ramazani & Jergeas, 2015). De Jong & Den Hartog, (2010) Training is one of the main influences on the improvement of an organization. Additionally, training from a hierarchical viewpoint has chosen to distinguish, make sure and support creates the key skills across its ability to learn, educate, train, and develop human assets. Philip Lawrence, et al. (2021) identifies in their research that all bank employees should be professional in different features of the bio banking process, including technical, managerial, administrative, and moral features and who has good skills to deal with different challenges. Katarina Bugarova and Jana Simickova, (2020) during the covid-19 pandemic many changes happened. So, they mentioned in their study that managers should get trainings related to Risk management and crisis management to deal with different challenges that may face them in the future. According to Milligan-Saville et al., (2017), several studies have been conducted to evaluate various training programs aimed at up skilling managers so that they can better support the mental health needs of the employees under their supervision. Ivanka Mihaylova, (2020) stated that training is regarded the most potent instrument for successfully coping with workplace conflict, according to the author. The benefits of manager training are obvious: conflict is less common, employees feel comfortable addressing issues regarding conflict, managers assist team members in resolving conflict quickly and effectively, and managers help team members create strong team connections. Tian, Jing (2019), mentioned that consumers asked for technical training programs to gain knowledge and skills, awareness training programs to explain ongoing organizational changes, managerial training programs to support current and prospective managers and supervisors, compliance or safety training programs to be scheduled as required by laws and regulations, and customized training programs based on perceived performance issues. Muhammad Chandra, (2021) mentioned that Case managers must have substantial knowledge and abilities to do their duties; they work in a highly structured and systematic manner; and they work to meet the requirements of patients and their families holistically. (Israel D Parker, 2018) identify that future manager need additional educational emphases, such as evolution training, to deal with increasing difficulties in this dynamic profession. (Bret Crane, 2021) stated that organizations place a high importance on leadership development, and most understand that their programs for selecting and developing first-time managers might be considerably better.

David Ingram (2019), studied the Manager Duties is to plan, organize, control, lead, guide the workers by taking decisions. The effectiveness of the decisions determines the successful of the manager. According to Prachi (2018), Researcher found that the decision making is an integral part of modern management. He established that the decision making is a primary function. Besides, the decision making plays an essential part for organizational and managerial knowledge. According to the

Oxford (2018) the process of "Decision-making" is defined as "the selection of a course of action from among two or more feasible alternatives to arrive at a solution for a given problem". Trewartha and Newport (2018), as the preceding definitions show, decision-making is a consultation process carried out by a group of specialists to improve the efficiency of any business. Hopwood et al., (2005) author mentioned that the decision-making methods are important, mainly concentrating on decisions about whether to continue with the recent development model or else to turn to a more practical one. R. C. Davis (2021), studied that decision-making is an intellectual process that entails choosing one course of action from a variety of options. Peter Drucker (2021), top management is accountable for all strategic decisions, such as the business's objectives, capital investment decisions, and operational decisions, such as staff training. Mintzberg and Quinn (2020), they discussed the activity conducted for decision making at the first management level. Decision-making that ignores organizational culture can have unforeseen and unexpected implications, in other words, it impacts the leader, the way he or she leads, and, as a result, the decision-making. Additionally, Pozo (2018) stated that similar qualities in experiences assist decision-making in solving current and future challenges. Robert Chastney, (2020), the author stated that effective decision-making approaches assist you in effectively navigating numerous stages of the decision-making process. This entails presenting sound solutions based on your data collection and analyzing those solutions thoroughly and fairly. Likewise, significant thinking is a spiritual activity that needs cognitive talents in solving problems, making decisions, and illustrating decisions. Furthermore, to be able to discover answers, students must engage in critical thinking while constructing and analyzing different alternatives (Eggert et al., 2012). Hall et al. (2021) identified creativity as a complex and multifaceted entity. It was important to know how to deal with an issue in addition to coming up with suggestions, define a problem, and organize resources to address it, evaluate the worth of the solution, and thoroughly practice it. Lerner & Johns (2017) point of view they stated that when presented with new problems during the problem-solving process, it was critical to clearly and consistently understand the cognitive structure of the problem situation. Because the problem-solving method and solution were a completely new experience for the problem-solver, it may be considered a form of creation for previous experiences. The problem-solving phase existed in the process of generating creativity (Bybee, 2018), and "creative problem solving" was distinct from "problem solving." Ziska fields, (2021) determines that problem solving is an important aspect. Every business is facing lots of problems every day. Creatively is needed to solve problems it allows people to think about creative solutions. Abdulla & Cramond, (2018) sated that for creative issue solving, creative problem solving is a problem-based learning technique. Besides, problems are presented, addressed, and ideas are discovered through creativity. Problem-solving is a method that entails methodical observation and critical thought in order to arrive at an appropriate solution or path to the desired outcome stated Md.

Mehadi Rahman, (2019). Sarah Laoyan (2021) in their point of view the process of finding a solution to a specific issue or disagreement is known as problem solving.

Research Methodology:

For this study quantitative method of research was used. Quantitative method is the process of gathering and examines numerical data. It can be used to find midpoint, guessing, testing the relationship, and gathering the results (Afnan, 2017). So, it's suitable for this study because it helps to write broad conclusions for the study to find out how to train young manager to solve the organization problems creatively and good decision making.

3. Research Design

This study used a descriptive research design. Descriptive research in independent variable includes training programs and feasible methods and areas for the young managers as well as the dependent variable which include organization problem solving, effective decision-making skills, and creativity thinking towards the organizational problems.

4. Research Respondents

The respondents for the study were chosen via simple random sampling, which assured that there was no bias in the selection process. According to Adamhayes (2021), random sample is a subset of a statistical population in which each subset member has the same chance of being chosen. A basic random sample is intended to represent a group in an unbiased manner. As per our research topic is related to young managers, as per the earlier research (Katriina Hyvönen et al. 2009) discussed in their work, they define at the age of 23-35 group is belong to young managers. As per the above study, researcher also took the same age group (23-35) of young managers in Oman Air. As per the above discussion the total young managers of Oman Air are 117 employees. From the total population (117), the total population of middle level managers are 69 (Sixty-Nine) and top level are 48 (Forty-Eight) young managers. As per the sample size calculation (Slovin's Formula) the researcher chooses 90 samples from both (middle and top) levels. The 90 employees who will take part in the study will be distributed from the two levels (Top and Middle) of Young Managers. As per the Slovin's Formula; 36 Top level young managers are taken and 53 Middle level young managers are taken for this study. The calculation is given below (table-1).

Slovin's Formula Calculation:

$$1 + Ne^2$$

N - Is the population

e^2 - is the error margin

N- 100

E = 5% which is 0.05

$$n = N / 1 + Ne^2$$

$$n = 117 / \{1 + 117(0.05)^2\}$$

$$n = 117 / 1.2925$$

$$n = 90.5222 \text{ (Sample Size)}$$

The sample size of the study is 90

5. Research Objectives

- To determine the significant of efficient decision-making and problem solving by young managers in Oman Air Company
- To identify, which type of organization problems and decision-making process are highly obstacle for the young managers in Oman Air.
- To find out, which type of training programs are highly needed by young managers to solve problems creatively and make decision efficiently.
- To know, which types of training methods are highly essential for the young managers in Oman Air.

6. Results and Discussion

As per the data analysis and discussion, the Demographic Variables of the Study the following table exhibits show the

demographic data relating to the sample respondents of the survey.

Table 1
Demographic profile

S.No.	Variables	Frequency	Percent	Comments
1	Gender	46	51%	Male
2	Experiences	50	55%	1-3 Years
3	Designation	54	60%	Middle level
4	Qualification	60	67%	Bachelor
5	Age-wise	39	43%	31-35 Years

Source: Primary data

The table 2 variables are discussed the Solving problems creatively and making Decisions efficiently: How to train Young Managers in Oman Air.

For this study, the researchers have used the Weightage Average Analysis (WAA) for knowing the Weightage of various factors. Researcher used this analysis for identify the

Table 2
Significant variables of solving problems creatively and making the decisions efficiently by the Young Managers

S.No.	Variables	Frequency	Percentage	Comments
1	Satisfied with your training programs	34	37.7%	Agree
2	Rate the training program in an Organisation	36	40%	Excellent
3	How far the training program is useful for your job performance	40	45%	Strongly Agree
4	Do you feel, your decisions are controlled by the organization problems?	41	45.5%	Strongly Agree
5	Do you feel, young manager is more effective to solve the organization problems?	28	31%	Agree
6	How you will rate the decision-making process and problem-solving skills by the Oman Air managers.	55	61%	Excellent
7	Young Manager's – Not able to manage the crisis situation	27	30%	Agree
8	Young Manager's – Problems are not satisfied by the decision	25	34%	Agree
9	Subordinates are not happy with young manager's decisions	38	42%	Neutral
10	Training programme is needed in that area - Achieve the business succession planning	40	45%	Strongly Agree

Table 3
Weightage Average Analysis (WAA): Mentioned the various organizational problems faced by the young Manager's in an organisation

No.	Factors	SA	A	N	DA	SD	Total	Rank
	Weight	5	4	3	2	1		
1	Lack of coordination with team members	11	29	38	4	8	90	
	Score(W*1)	55	116	114	8	8	301	1
2	Not able to manage the crisis situation	16	27	8	6	33	90	
	Score(W*2)	80	108	24	12	33	257	6
3	Lack of work clarity	12	18	48	6	6	90	
	Score(W*3)	60	72	144	12	6	294	2
4	Poor in strategy planning	5	7	49	12	17	90	
	Score(W*4)	25	28	147	24	17	241	9
5	Lack of leadership skills	8	23	28	17	14	90	
	Score(W*5)	40	92	84	34	14	264	5
6	Absent of team work	4	6	36	30	14	90	
	Score(W*6)	20	24	108	60	14	226	11
7	Lack of communication and team sprit	15	7	24	23	21	90	
	Score(W*7)	75	28	72	46	21	242	8
8	Lack of productivity	4	8	24	40	14	90	
	Score(W*8)	20	32	72	80	14	218	13
9	Lack of confident level Infront of all	0	12	48	11	19	90	
	Score(W*9)	0	48	144	22	19	233	10
10	Lack of interpersonal skills	7	11	44	15	13	90	
	Score(W*10)	35	44	132	30	13	254	7
11	Lacking in problem solving skills	21	15	26	16	12	90	
	Score(W*11)	105	60	78	32	12	287	3
12	Not able to take good decisions	0	5	25	31	29	90	
	Score(W*12)	0	20	75	62	29	186	14
13	Lack of work knowledge	9	11	48	15	7	90	
	Score(W*13)	45	44	144	30	7	270	4
14	Disrespect along with subordinate and peer group	6	11	26	25	22	90	
	Score(W*14)	30	44	78	50	22	224	12
15	Lack of creative thinking	6	11	35	25	13	90	
	Score(W*15)	30	44	105	50	13	242	8

Source: Primary data

Weightage of various employee benefits incurred based on solving problems creatively and making the decisions efficiently by the Young Managers.

As per the Weightage of various factors, From the table

above, the highest factor is the one which the respondents chose the most which is “lack of coordination with team members” and it is ranked as 1 (first) with a score of $(w*1) = 301$ Points. The second factor in the rank is “Lack of work Clarity” which

Table 4
Various problems faced during the time of decision-making process by the young managers with WAA

No.	Factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Rank
	Weight	5	4	3	2	1		
1	Problems are not satisfied by the decision	25	31	14	11	9	90	
	Score(W*1)	125	124	42	22	9	322	1
2	Based on your decision, the problems are aggressive in nature	10	15	45	16	4	90	
	Score(W*2)	50	60	135	32	4	281	4
3	Subordinates are not happy with your decision	17	22	38	10	3	90	
	Score(W*3)	85	88	114	20	3	310	2
4	Organisation get some lose	9	11	33	30	7	90	
	Score(W*4)	45	44	99	60	7	255	9
5	Productivity loses	6	4	48	12	20	90	
	Score(W*5)	30	16	144	24	20	234	11
6	Arises the internal politics	5	7	50	20	8	90	
	Score(W*6)	25	28	150	40	8	251	10
7	Misunderstanding happened in the group	11	15	28	24	12	90	
	Score(W*7)	55	60	84	48	12	259	8
8	Dispute happened towards the employee	7	14	45	16	8	90	
	Score(W*8)	35	56	135	32	8	266	6
9	Failure to finish the work	4	5	46	20	15	90	
	Score(W*9)	20	20	138	40	15	233	12
10	Based on decision - COST increased	3	20	52	10	5	90	
	Score(W*10)	15	80	156	20	5	276	5
11	Profit ratio is decline	9	11	60	5	5	90	
	Score(W*11)	45	44	180	10	5	284	3
12	Not attain the target or objective	2	28	30	22	8	90	
	Score(W*12)	10	112	90	44	8	264	7

Table 5
Identify the training programme are needed for Young Managers with WAA

No.	Factors	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total	Rank
	Weight	5	4	3	2	1		
1	Achieve the Business Succession Planning	40	14	16	10	10	90	
	Score(W*1)	200	56	48	20	10	334	5
2	Overcome from Crisis Management	30	20	15	15	10	90	
	Score(W*2)	150	80	45	30	10	315	6
3	Accountability in the workplace	35	20	25	5	5	90	
	Score(W*3)	175	80	75	10	5	345	3
4	Administrative support	45	11	10	14	10	90	
	Score(W*4)	225	44	40	28	10	347	2
5	Negotiation skills	35	25	10	10	10	90	
	Score(W*5)	175	100	30	20	10	335	4
6	Develop the organisational skills	16	27	6	9	32	90	
	Score(W*6)	80	108	18	18	32	256	11
7	Develop the interpersonal skills	3	6	33	32	16	90	
	Score(W*7)	15	24	99	64	16	218	15
8	Managing the Workplace Diversity	4	7	35	30	14	90	
	Score(W*8)	20	28	105	60	14	227	14
9	Critical Thinking – Improved	15	7	25	23	20	90	
	Score(W*9)	75	28	75	46	20	244	13
10	Develop the Emotional Intelligence	16	7	24	23	20	90	
	Score(W*10)	80	28	72	46	20	246	12
11	Creative Problem Solving	8	11	45	14	12	90	
	Score(W*11)	40	44	135	28	12	259	10
12	Develop the communication strategies	8	12	30	20	20	90	
	Score(W*12)	40	48	90	80	20	278	9
13	Develop the skill of Project Management	13	39	15	15	8	90	
	Score(W*13)	65	156	45	30	8	313	7
14	Overall organisation productivity increased	40	25	10	10	5	90	
	Score(W*14)	200	100	30	20	5	355	1
15	Achieve the Action plan	20	30	10	10	20	90	
	Score(W*15)	100	120	30	20	20	290	8

has a score of (w*3) = 294 points. Rank 3 is “Lacking in problem solving skills” with a score of (w*11) = 287 points.

As per the Weightage of various factors, from the table above, the highest factor is the one which the respondents chose the most which is “Problems are not satisfied by the decision” and it is ranked as 1 (first) with a score of (w*1) = 322 Points. The second factor in the rank is “Subordinate are not happy with your decision” which has a score of (w*3) = 310 points. Rank 3 is “Profit ration is decline” with a score of (w*11) = 284 points.

From the table above, the highest factor is the one which the respondents chose the most which is “Overall organisation productivity increased” and it is ranked as 1 (first) with a score of (w*14) = 355 Points. The second factor in the rank is “Administrative Support” which has a score of (w*4) = 347 points. Rank 3 is “Accountability in the workplace” with a score of (w*4) = 345 points.

Correlations Tables:

Correlation between the satisfaction level of training program and based on training program how it’s useful for your job performance level.

R Calculation:

$$r = \sum ((X - Mx) (Y - My)) / \sqrt{((SSx)(SSy))}$$

$$r = 552 / \sqrt{((854) (774))} = 0.679$$

Meta Numeric (cross-check)

r = 0.679

Finding:

The value of R is 0.679. This is a moderate positive correlation, which means there is a tendency for high X variable scores go with high Y variable scores (and vice versa).

Result Details & Calculation:

R Calculation:

$$r = \sum ((X - My) (Y - Mx)) / \sqrt{((SSx)(SSy))}$$

$$r = 791 / \sqrt{((854) (1070))} = 0.8275$$

Meta Numeric (cross-check)

r = 0.8275

Findings:

The value of R is 0.8275. This is a strong positive correlation, which means that high X variable scores go with high Y variable scores (and vice versa).

Result Details & Calculation:

R Calculation:

$$r = \sum ((X - My) (Y - Mx)) / \sqrt{((SSx) (SSy))}$$

$$r = 598 / \sqrt{((854) (1868))} = 0.4735$$

Meta Numeric (cross-check)

Table 6

X - Mx	Y - My	(X - Mx)2	(Y - My)2	(X - Mx) (Y - My)
7.000	22.000	49.000	484.000	154.000
16.000	4.000	256.000	16.000	64.000
8.000	-3.000	64.000	9.000	-24.000
-14.000	-11.000	196.000	121.000	154.000
-17.000	-12.000	289.000	144.000	204.000
Mx: 18.000	My: 18.000	Sum: 854.000	Sum: 774.000	Sum: 552.000

Table 7

Correlation between the Satisfaction level of training program and based on training program how Young Manager’s more effectively solve the organizational problems

X - Mx	Y - My	(X - Mx)2	(Y - My)2	(X - Mx) (Y - My)
7.000	22.000	49.000	484.000	154.000
16.000	10.000	256.000	100.000	160.000
8.000	-1.000	64.000	1.000	-8.000
-14.000	-14.000	196.000	196.000	196.000
-17.000	-17.000	289.000	289.000	289.000
Mx: 18.000	My: 18.000	Sum: 854.000	Sum: 1070.000	Sum: 791.000

Table 8

Correlation between the Satisfaction level of training program and as a natural employee how will rate the decision-making process and problem-solving skills by the young managers in OMAN AIR

X - Mx	Y - My	(X - Mx)2	(Y - My)2	(X - Mx) (Y - My)
7.000	37.000	49.000	1369.000	259.000
16.000	1.000	256.000	1.000	16.000
8.000	-11.000	64.000	121.000	-88.000
-14.000	-16.000	196.000	256.000	224.000
-17.000	-11.000	289.000	121.000	187.000
Mx: 18.000	My: 18.000	Sum: 854.000	Sum: 1868.000	Sum: 598.000

Table 9

Correlation between the Satisfaction level of training program and rate the training programs by the Young Manager’s in OMAN AIR

X - Mx	Y - My	(X - Mx)2	(Y - My)2	(X - Mx) (Y - My)
7.000	18.000	49.000	324.000	126.000
16.000	16.000	256.000	256.000	256.000
8.000	-12.000	64.000	144.000	-96.000
-14.000	-4.000	196.000	16.000	56.000
-17.000	-18.000	289.000	324.000	306.000
Mx: 18.000	My: 18.000	Sum: 854.000	Sum: 1064.000	Sum: 648.000

$$r = 0.4735$$

Finding:

The value of R is 0.4735. Although technically a positive correlation, the relationship between your variables is weak (the nearer the value is to zero, the weaker the relationship).

Result Details & Calculation:

R Calculation:

$$r = \frac{\sum ((X - My)(Y - Mx))}{\sqrt{((SSx)(SSy))}}$$

$$r = 648 / \sqrt{((854)(1064))} = 0.6798$$

Meta Numeric (cross-check)

$$r = 0.6798$$

Finding:

The value of R is 0.6798. This is a moderate positive correlation, which means there is a tendency for high X variable scores go with high Y variable scores (and vice versa).

A. Other Findings

As per the research objectives, herewith researcher has mentioned some of the major findings these are some of the findings below. According to the respondent 27.7% of managers strongly agree that they are satisfied by the training program in the company, 37.7% is the highest percentage which is labelled “agree” and the lowest percentage is 1.1% where managers disagree with this statement. The most various organization problem faced by young managers according to the respondents is ‘lack of communication with team members’, ‘301’ was the score first rank by Weighted Average Analysis and as per the schedule lack of communication team spirit and lack of creative thinking both criteria score ranks eight, and last rank is “not able to take good decisions”. As per the research work, the second objective is “Obstacles of decision making by the young managers, based on that, first rank goes to “Problems are not satisfied by the decisions” the last rank was “failure to finish the work”. Majority of young managers (44%) Strongly Agree that training program in Oman Air Company for a young manager is more effective to solve the organization problems. Most of the young managers (28%) strongly agreed that they are satisfied with the training programmed in the organization. As well as (45%) of the young managers strongly agree that the training was so useful.

7. Conclusion

All in all, this research was included useful and significant information about solving problems creatively and making Decisions efficiently: How to train Young Managers in Oman Air. In this report the researchers identify the type of useful training programs that should be provided for young managers to Solve problems creatively and making Decisions efficiently of the organization from young manager’s point of view by using questionnaire to collect primary data. Conclusively, as it is mentioned in chapter 4 the main advantage of training program to solve the problems creatively and implement the efficient decision-making process to the young managers is Overall organization productivity increased and administrative

support. The research demonstrates that the rate the decision-making process and problem-solving skills by the Oman Air managers is good they can manage the crisis and take good decisions to solve it. Moreover, the study found out that there are various problems faced during the time of decision-making process by the young managers such as, Problems are not satisfied by the decision, Subordinates are not happy with your decision, Profit ratio is decline and Problems are aggressive in nature. To conclude, according to the study young manager will know which training program is more suitable for them and what is the good managerial style they have to use. However, the HRM department must set and implement strategies to overcome the problems that faced young managers when they take decisions and solve problems. Finally, this project has fulfilled all the objectives for the research highlighted at the beginning of the study.

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