Full Length Research Paper

Studying efficacy of organizational and conceptual factors on managers’ decision making in Iranian governmental organizations

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The purpose of this research is to investigate the impact of organizational factors on the styles of managers’ decision making and the difference between the perception of managers and employees on the styles used by managers in the general governor Office of Kurdistan. On this basis, 60 managers and 290 employees were chosen as statistical sample. The analytical model of this study was based on general decision making style (GDMS) by Scott and Bruce. Questionnaire validity, content validity and compatibility based on Hadyzadeh and Tehrani were collected from 10 experts and professors, whereas an experimental implementation of the questionnaire between 10 managers and 90 employees, and an analysis of the exploratory factor and KMO index Screen plot for both questionnaires were checked. Kolmogorov-Smirnov test results confirmed the normal distribution of the data, thus confirming chi-square test, one way multivariate analysis of variance (MANOVA) and the two samples T of Friedman which were used. Pearson test correlation was used to determine the correlation between the styles used by managers using SPSS 18 and LISREL 8.5 software. The research results indicated that organizational factors such as: size of the organization and position of the director of the organization, in organization’s hierarchy, influenced the style of the overall decision making by the manager. Also, there is a meaningful difference between the perception of managers and staff about the style of managers in decision making.

Key words: General decision-making style, organization's size, position of manager, perception difference, governmental organizations.

INTRODUCTION

Decision making is in fact the most difficult practice and sometimes the most dangerous work every manager should do. A manager with an incorrect decision may cause irreparable damage to the body of his or her organization (Atayi, 2010). Environmental changes and shifts cause’s organizations to look at their managers as an important factor to overcome alterations, demands and environmental challenges ahead, in such circumstances, managers need endless skills and capabilities (Gholipour, 2008). Decisions are taken with achieving goals in mind and by considering the available resources. The decisions determine the kind of goals and the way to achieve them. Therefore decision making is a mechanism which encompasses all the activities of the organization, and indeed affects all members of the organization as an individual or as a member of the group. Organization collapsed without any mechanism to decide and to set its own individual Organizational targets (Moorhead and Griffin, 2006).

Robbins (2006) thinks of decision as something present and relevant in all tasks. According to Simon's (1987) decision means management, and management means decisions of efficient use of energy and resources of an organization, which is essential for the manager.

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Koontz and Weirich, 1998), said the existence of a plan; program and policies depend on the existence of the decisions. Studying of decision making processes is not a new topic. In recent years, numerous studies in various fields and surrounding areas had been carried out, concerning decisions making as a subject, it results in offering several classifications so far in relation to style and decision making models which have been presented by experts (Oliver, 2007).

Each of these classifications are according to the categories of individual, organizational and environmental factors, are important in the way people react and behavior when face with decision making situations, there are different from one another (Tatum et al., 2003). Corporate managers considering various influential factors such as their personal details, their workplace organizational structure and cultural backgrounds of the environment, use different decision making methods (Mortazavi, 2000).

Hofstede (1980) believes the continuing use of a method of decision making to a considerable degree depends on the subordinates. According to Hofstede classification from the field of culture, managers practicing in the collectivist culture use different decision making methods in comparison to individualist culture. According to another study, four important environmental pressure factors, interaction with other members of the organization, responsibility requirements and characteristic peculiarities is effective in selecting the decision making method (Comer, 1980; Becker, 1992) decide how to respond to these four determining factors of the style by his decisions making (Mortazavi, 2000).

Scott and Bruce paid great attention in his studies about decision making styles of individuals and factors affecting its internal characteristics and individual differences of the people. On this basis they introduced five styles of decision making as general decision making styles. These five styles are: Rational decision making styles, Intuition decision making style, Dependent decision making style, Instantaneous decision making style and Avoidance style of decision making (Hadyzadeh and Tehrani, 2009).

Considering that the study of manager’s decision making style based on general styles of the managers in the country, particularly the study of general decision making styles, other than one specific case done by Dr Hadyzadeh Moghadam and Ms. Tehrani in National Oil Products Company, there have been no other records. Therefore, the pivot of the current research is to check the main styles of the general decision making among managers.

This research is carried out in the offices of the Deputy Governor of Kurdistan Province which includes Deputies, Governors, Governmental Officials, Officers, Sheriffs and others. Statistical population includes all managers, deputy governors, sheriffs and governor, government and sheriff’s staff. Its aim is to check the effect of organizational factors like the size, position in the organizational hierarchy and the difference of perception between staff and managers about decision making.

LITERATURE REVIEW

On the subject of this study, the definition of decision making, decision making styles and empirical studies of decision making are described thus.

Decision making

Since the existence of human beings, there was a right to choose, imagine, and there were decisions to be made.

Harrison (1987) defines decision making in this way "... a moment in a continuous process of evaluation options to achieve the goal of different expectations about how certain actions to decision makers choose the option that is highly likely to achieve the goal one seeks" (Jean et al., 2009).

Prediction, evaluation, comparing the outcome of solutions available and choosing the available solution to be able to reach an optimal outcome is called decision (Atayi, 2010). Decision making is a process whereby a specific way of practicing how to solve a problem is chosen (Astuner, 1982).

Munday assigns decision making as a process to find various aspects, and then evaluates and selects one among them. These processes are obvious in all responsibilities of the manager and they help him in doing all those tasks (Gholipour, 2008).

John Dewey in 1910 for the first time mentioned the process of decision making (Gholipour, 2008). And in the last half of the previous century, Chester Barnard of senior managers in phone industry, take the term decision from the literature of the public sector to the world of business. The term gradually replaced the more shallow words like policy and resource allocation (Buchanan and Occonel, 2006). Some decisions are taken so easily that not much attention is paid to them; on the other hand there is other that deciding about them will need more time. As human responsibility and authority increases, decision making becomes more important. In any case these decisions regarding their importance in the individual's destiny are very sensitive. Therefore delay in knowing the methods for better decisions may have irreparable consequences on the individual and his organization. Complexity, high cost of operation and extent corporate organization raises the need to use appropriate decision making practices and conduct reasoned decisions for managers. Managers more than anything else need convenient and reliable tools, they need continuously or occasionally to help them to decide. Decision maker is like a person in a crossroads, which must choose where the collection of options available will make the atmosphere of the process (Atayi, 2010).
Among different responsibilities of the management, decision making task is very important, somehow it could be said that managers in all their actions and deeds will face conditions that require appropriate decisions on their behalf. The importance of decisions in management becomes so clear that we can claim without it none of the management duties will be performed. Managers in different circumstances show their power and knowledge by various methods such as developing codification strategies, planning, human resources and others. But ultimately most important is the quality of decisions that they take. Manager decisions in a way are one of the most important factors in performing his organizational goals and duties effectively. In other words it can be said, if the manager is a capable and he is a wise decision maker naturally, he would be able to plan, organize, conduct, monitors and control effectively and efficiently (Hadyzadeh and Tehrani, 2006, 2011).

Driver (1979) and Driver et al. (1990) had suggested that decision making style is a learned habit and the key differences among the styles; include considered information during the decision and a number of other solution specified when the decision is reached. Harren (1979) proposed model of career decision making styles. These styles were distinguished as dependent, logical and intuitive (Bruce and Scott, 1995).

A number of researchers on decision making style focus on methods of collecting information, for example; Mckenny and Keen (1974) suggested that individual habitual attitudes and guideline of organized thinking involve information in their environment to process the data. Mitroff (1983) proposed that cognitive style is the methods in which people get dates’ from outside world and based on the data decide. Mitroff also said in the phase of data collection, whether individuals are sensitive to the data or they are intuitive type who relies on the general approach (data filtering), (Bruce and Scott, 1995).

In the field of decision making, people are either logical thinkers or are emotional ones (Behling et al., 1980). Keen (1973) found out that those who regularly collect data (systemic users) think like those in (data) intelligence assessment, while collectors of information think like the intuitive intelligence assessment so majority of people in both data gathering and assessing information are classified as constant analytically oriented categories or constant intuitive oriented one (Hunt et al., 1989).

Initial investigations about people’s decision focus on what normative theory for optimal choice seem fit (for example, Theory of Expected Usage). Modern research on decision believes more that the problem of position and position on the decision affects the decision process (Kleindorfer et al., 1993; Payne et al., 1993). Many theorists based their study on Jung (1976) typology. Jung typology is based on two subjects: attitudes and functions. Functional element has most interest in the field of cognitive styles related to the decision makings. Jung has divided the functions to conceptive functions (sensing and intuition) and judging functions (thinking and feeling). Jung in 1976 has defined function as a particular mental act which under different circumstances principles remains the same.

According to Anderson based on Jung’s in Keegan (1984) has checked functions of judge and perception as two poles. So if we assume that eight different types of decisions exist, then four styles are the dominant style and the other are helpful ones. Although they used the word differently in comparison with Jung (several other theorists show the possibility of stylistic differences in cognitive style that could affect the decision. Mckenny and Keen (1974) and Mitroff (1983) confirmed that both styles and dimension of gathering information and evaluating them are independent of each other and offered four different styles. Hunt and et al. (1989) reduced the number of decision styles to three (analytical, intuitive and combinatory type). Based on primary research that showed the assessment and a collection of information is not independent of each other, and has shown the empirical studies on the effect of one stylistic dimensions. They also have found the problems in combining these theories (that is information gathering styles combined with assessment of intuitive information), but reiterated that the combination styles are similar from an experimental point of view. Mytykyn and Green (1985) have checked empirical studies results that focus on evaluation and analysis/intuition, cognitive dimension style. They found that it is difficult to imply about cognitive behavioral styles in decision making positions and such conclusions are ambiguous (Thunholm, 2003).

Before Bruce and Scott, general decision making styles include rational, intuitive, elusive and dependency, which have been distinguished from previous theorists and empirical research in terms of behavior, it became clear that Bruce and Scott in 1991 with Raniz have offered instantaneous style research results too.

Scott and Bruce (1995) tried to combine all their early work on decision making styles (1995) they show decision making style as, a learned patterns of response shown by an individual when faced with a decision making positions, it is not a personality trait, but to define habit orientation specific to a particular reaction.

Weber based his primary research on Bruce and Scott terms of five styles of decision about correcting behavior: a logical style marked by comprehensive search for information, creating solutions and logical evaluation of solutions; intuitive style with attention to detail by the flow of information rather than systematic search and processing of information and tendency to rely on emotions are identified. A dependent style can be determined by: working on advice and guidance from others before taking major decisions while avoidance style is trying to avoid decision making whenever possible. Instant style (spontaneous) becomes possible
with the sense of urgency and desire to make decisions (Bruce and Scot, 1995).

Spicer and Smith did a research on the five styles of decision making (general decision making styles) among two groups of 200 subjects, each where students of a business school in one of UK universities, "titled the study of relationship between the general decision making styles". The first group, was between logical decision making style and intuitive decision making style, avoidance decision making style and instantaneous decision making style, they had a meaningful negative relationship. However the relationship between intuitive decision making style and instant decision making styles, and between avoidant decision making and dependent styles, they had a meaningful positive relationship. In the second group of relationships like the first one decision making styles was obtained, in addition to that in the second group, meaningful positive correlation between avoidance and immediate style was also confirmed (Parker et al., 2007).

Thunholm (2003), in his research about decision styles among 206 Swedish military officers based on general styles of decision making, sees decision styles as habits, styles or as both. He observed that there is a meaningful inverse relationship between rational decision making and each of the other decision making (that is, intuitive, avoidance and instantaneous styles of the subjects under study) and there is a meaningful positive relationship between intuitive decision style and instantaneous style with dependent and avoidance style.

Unfortunately, except for one case which has been carried out by Hadyzadeh and Tehrani (2008) in Iranian National Oil Company, no other case was found. Based on this, 55 managers were selected as statistical subjects and the results showed that between logical styles and intuitive decision making styles there is a meaningful negative relationship, and between logical styles and avoidance decision making styles there is a meaningful positive relationship. There is also a meaningful negative relationship between avoidant and some others decision making styles (that is dependency and instantaneousity). In this study, a meaningful relationship between each of the two styles of decision making, two demographic characteristics of service and education managers were not found. Unfortunately, a case regarding the influence of organizational factors on decision making styles and the difference between staff and managers perception of manager's decision making style is not found.

**Decision making style**

Decision making Style has been defined as a habitual pattern people use when deciding (Driver, 1979), it is a special way by which individuals receive and respond to the decision making tasks (Harren, 1979). Driver et al. (1990) have noted that decision making style is defined by the amount of information collected and the number of other solutions when the decision is considered. Although others suggest that it is the different way by which people collect data (Hunt et al., 1989; McKenney and Keen, 1974, 1983; Bruce and Scott, 1995).

In other words, an individual's decision making approach and procedure, shows his personality and his reaction to the decision task (Thunholm, 2003). Decision making behavior from a perceptual point of view indicate the kind of behavior and the way people encounter situations when the decision is made (Spicer and Smith, 2005).

**Rational decision making style**

Rational decision making style conceptually is a decision to follow a completely logical process when it is going to be made. In rational style objectives are clearly defined, all possible solutions are selected according to identified goals and finally the best solution is implemented (Loizos, 1996; Singh and Greenhaus, 2004).

**Intuitive decision making style**

Intuitive decision making style from a perceptual point of view shows the individual's trust in his awareness and internal intuition when deciding. Managers with intuitive style, when making decision do not consider rational reasons, solution are chosen based on insights into consciousness and instincts and when it seems fit (Fulop, et al., 2006).

**Dependent decision making style**

Dependent decision making style from a conceptual point of view is the mere reliance of the decision maker on help and guidance from others when faced with decision situations. People, who enjoy this style do so due to weakness in consciousness and inability to receive information from their environment, they are totally dependent upon others while taking decisions (Singh and Greenhouse, 2004).

**Instantaneous decision making style**

Instantaneous decision making style conceptually is decision made as fast and short as possible and instantly when facing decision situations (Singh and Greenhouse, 2004).

**Avoidance decision making style**

Avoidance decision making style from a conceptual point
of view means avoiding the adoption of any person’s decision when faced with decision situations. In other words people who have this style when confronted with issues and topics that require decisions from them delay the decision as long as possible (Spicer and Smith, 2005).

**Difference between managers and staff perceptions of the style used by the manager**

This is the existing level of disagreements about the usage of general decision making styles among employees and managers. Style, in terms of operational decisions, is a score that a person gets on the questionnaire of decision making style. Different perceptions of managers and staff are seen in the styles managers use in the organization. The difference from the operational point of view would be the amount of disagreement between the two questionnaires of management and staff.

**METHODOLOGY**

This study made use of a quantitative research approach, and from the viewpoint of relationship between the variables (dependent and independent variables) it is a type of correlation research.

**Population and sample**

The population for this study includes all employees and managers in the county, governor and the general government of Kurdistan Province in the years 2010. Which according to 2010 statistics are 920 people, among which 352 are selected including 60 managers and 290 employees which have been classified through a random sampling method with a simple proportional allocation.

**Research instrument**

The measuring instrument used was a structured questionnaire which was developed and validated by Bruce and Scott (1995); Hadyzadeh and Tehrani (2008). Of course with the help of these questionnaires the content validity were also approved by professors and managers too, the structural validity of exploratory and confirmatory factor analysis and KMO index was used. The KMO value equals 0.852 and the Bartlett test even at a meaningful level of 99% (Sig = 0.000) is rejected. Note that the variances are equal to 55.21 and specific values of each factor were greater than one, we concluded that the credibility factor of this variable is appropriate.

**Reliability**

Reliability of these questionnaires to measure Cronbach’s alpha was calculated 0.817, and the reliability of Cronbach’s alpha showed good general decision making style. Regarding the use of Kolmogorov – Smirnov test the normality of data distribution was confirmed and the appropriate tests were used as follows. Chi-square test was used to check for the study of relationship status in decision making style. MANOVA or multivariate one sided was used to investigate the relationship between managers decision making style and size of organization. The two sample T test was used to check for homogenization of styles used by managers and the style diagnosed by the staff for their managers. Friedman test was used to show the ranking of decision making from the perspective of managers and employees, and Pearson correlation test was used to determine correlation between the styles used by managers. Using two software SPSS 18 and LISREL 8.5 analysis was developed and answers were codified with Likert’s range of five options.

The collections of questions are offered in two questionnaires. The first questionnaire for managers and officials, and the second questionnaire for employees and manager’s assistant. Each questionnaire included two set of questions, the first part of the questionnaire was related to demographic data of the respondent and the second part was to measure decision making styles of managers and directors from the perspective of staff which includes 25 questions. 5 of 25 questions are related to the rational style, 5 to intuitive style, 5 to dependent style, 5 to instant style and 5 to avoidance style.

**Validity**

When assessing validity, researchers determines whether the measurement used in the study actually does measure what the researchers intends to measure. As already indicated, the measuring instrument used in this study was developed by Bruce and Scott (1995); Hadyzadeh and Tehrani (2008). The instrument was considered valid for the purpose of this study.

**Research framework**

The research framework developed in this study, used the theoretical principles which had been taken from ideas and opinions of experts, scholars and scientists in management science. Conceptual research model shown in Figure 1 In designing variables and their dimensions we used Tanenbaum and Schmitt theory, path-goal theory, Heller theory and (Fiedler, 1967) leadership contingency theory, the variables where evaluate in three stages by a number of university professors and senior managers.

Dependent variables from general decision making styles that were introduced by Bruce and Scott (1995) were used because of their completeness and relative comprehensiveness to the classification with highest usage of internal and external research.

The theories aforementioned have been used in choosing the independent variables. From Tanenbaum and Schmidt theory, the size of the organization, nature of organizational tasks (institutional status and hierarchy) and the theory of perception were used. From the path-goal theory (House and Mitchell, 1974) the environmental variables where determined such as position in hierarchy, variables and size, like the perception of style used for this theory. This theory had been used in this context, that differences in decision making skills exists between managers and subordinates (employees). Also under this theory, the leader and director’s responsibility is to match his actions to coup with the contingency situations. But with using these cases, we recognize the importance of views and perceptions of employees and managers with decision making styles. We choose it as an independent variable and from Heller theory the position of manager’s variable is emphasized. According to Heller theory, the importance of organizational decision is essential for choosing decision style that is related to the decision maker and his position.

According to Heller et al. (1988), another effective condition for choosing decision style are the gaps in hierarchy which emphasis the manager’s position. Heller mentions span of control as
another important factor in choosing decision making style. This will confirm the size and position of variable based on their position and size in the hierarchy that can monitor more or less effectively. For example in the general governor’s office of Kurdistan the size and position of surveillance area is larger than the county’s government, the areas to monitor is more than the country’s administrators. Heller conceded that time and place are specific requirements and are very important in selecting decision making style, procedure and the nature of the tasks (Project and Association Managers) has also been noticed and emphasized.

**Research hypotheses**

H$_1$: There is relationship between organizational factors and management decision making styles.

H$_{1a}$: There is relationship between the position of managers in organizational hierarchy and decision making styles.

H$_{1b}$: There is relationship between organization size and decision making style.

H$_2$: There is difference between managers and staff perceptions of decision making styles

**FINDINGS**

**Links to position of managers**

According to chi-square test statistics, P-value = 0.015 and $\alpha = 0.05$ which is smaller. The assumption of zero mean implies that the independent position of managers and the tendency of the type of decision making styles is rejected, and the meaningful correlation between these two will be accepted. Considering Table 1, it is observed that most managers who are employed in the Governor-General’s office (nearly 50%) use rational style. It is seen that the dominant style used by the governor's management is intuitive style. In the county it is also

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**Figure 1. Conceptual research model.**

**Table 1. Adaptive table and chi-square test to evaluate relationship of the position of managers and decision-making style.**

<table>
<thead>
<tr>
<th>Manager’s position</th>
<th>Decision making style</th>
<th>Governor-general</th>
<th>Governor</th>
<th>County</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rational</td>
<td>50.0</td>
<td>20</td>
<td>20</td>
<td>41.7</td>
<td></td>
</tr>
<tr>
<td>Intuitive</td>
<td>44.1</td>
<td>53.6</td>
<td>25</td>
<td>36.7</td>
<td></td>
</tr>
<tr>
<td>Dependent</td>
<td>5.9</td>
<td>16.4</td>
<td>50</td>
<td>21.7</td>
<td></td>
</tr>
<tr>
<td>Sum</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

Chi-square results

$\chi^2 = 12.327$

$df = 4$

$P = 0.017$
observed that the dominant style used by managers is dependent style.

### Links to organization size

Table 2 indicates descriptive statistics based on the organization. It can be seen that, each style based on organizations are not equal and the difference between them are observed. Table 2 also indicates that the rational style scores is greater for Governor general, therefore it is said that Governor general managers have greater tendency to use a rational style. For intuitive style mean scores is greater for the government office, consequently it is said that government managers have greater tendency to use intuitive style. For dependent style mean scores in the county is larger, therefore it is said that county managers have greater tendency to use the dependent style. For avoidant and instantaneous style we can’t say which organizations uses this style more because approximately they have equal mean.

Table 3 shows the homogeneity variance tests, it indicated that this test could be accepted with regard to Sig = 0.142. Most often this test is rejected, in which the statistical population is not normal; but data in this study are normal.

Two indexes of Pillai’s Trace and Wilks’ Lambda are used to show in this case weather the mean for the group offered are equal or not. Most social science studies use Wilks’ Lambda index. The Pillai’s Trace is also a good substitute for this. Here, it can be seen that the Wilks’ Lambda is equal to 1.802 and Sig = 0.006 showing that this test is statistically meaningful. (F (10, 106) = 7.24, P <0.05) shows that the hypothesis of equality between the average of three organizations for the styles used by managers can be rejected and it can be shown in any organization where the style is used more. Also, according to the last column of Table 4, the relationship
Table 4. Multivariate analysis of one way variance to evaluate the relationship between the kind of management decisions style and size of organization.

<table>
<thead>
<tr>
<th>Coefficients</th>
<th>Coefficients</th>
<th>F</th>
<th>Valence degree</th>
<th>Sig.</th>
<th>Coefficient of relationship between two factors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constant amount</td>
<td>Pillai's Trace</td>
<td>0.987</td>
<td>811.083&lt;sup&gt;a&lt;/sup&gt;</td>
<td>5.000</td>
<td>0.000</td>
</tr>
<tr>
<td></td>
<td>Wilks' Lambda</td>
<td>0.013</td>
<td>811.083&lt;sup&gt;a&lt;/sup&gt;</td>
<td>5.000</td>
<td>0.000</td>
</tr>
<tr>
<td>Age</td>
<td>Pillai's Trace</td>
<td>1.202</td>
<td>8.212</td>
<td>10.000</td>
<td>0.0020</td>
</tr>
<tr>
<td></td>
<td>Wilks' Lambda</td>
<td>1.802</td>
<td>7.238&lt;sup&gt;a&lt;/sup&gt;</td>
<td>10.000</td>
<td>0.0060</td>
</tr>
</tbody>
</table>

Table 5. Two sample T test to evaluate homogeneity of style used by managers and the style diagnosed by the employees for the managers.

<table>
<thead>
<tr>
<th>Title</th>
<th>Group</th>
<th>Number</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>Mean differences and confidence interval</th>
<th>Valence degree</th>
<th>T</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homogeneity of style used by managers and the distinguished style used by employees for managers</td>
<td>Managers</td>
<td>60</td>
<td>3.2443</td>
<td>0.69786</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employees</td>
<td>290</td>
<td>3.0312</td>
<td>0.38379</td>
<td>0.21, (0.086, 0.34)</td>
<td>384</td>
<td>3.32</td>
<td>0.001</td>
</tr>
</tbody>
</table>

Table 6. Friedman test ratings of decision-making styles from the viewpoint of managers and employees.

<table>
<thead>
<tr>
<th>Decision making style</th>
<th>Style used with managers</th>
<th>Rank</th>
<th>Coefficient</th>
<th>Style used with managers from employees perspective</th>
<th>Rank</th>
<th>Coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rational</td>
<td>1</td>
<td>3.98</td>
<td>3</td>
<td>2.99</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intuitive</td>
<td>2</td>
<td>3.84</td>
<td>1</td>
<td>3.97</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dependent</td>
<td>3</td>
<td>2.98</td>
<td>2</td>
<td>3.52</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Instant</td>
<td>4</td>
<td>2.13</td>
<td>4</td>
<td>2.70</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Avoidant</td>
<td>5</td>
<td>2.07</td>
<td>5</td>
<td>1.83</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

between two factors can be seen. This ratio is equal to 0.405 which show a good relationship between organization size and the type of style used by management.

H<sub>2</sub>: The difference between managers and employees perception in the organization decision making styles

Links to perception of decision making styles

To investigate this hypothesis, first we check if there is difference between manager’s decision making style and employees view on manager’s decision making style. If there is a meaningful difference Friedman test would be use to identified the gaps. If in this test α = 0.05 P-value < the assumption of equal mean is rejected and the assumption of existing differences is accepted.

According to Table 5 the test results shows that the values for t = 3.32, P-value = 0.001 and the value of the mean difference equaled to 0.21, the result has a meaningful difference between the style used by managers and the type of style assumed by employees of their managers. As it is observed, the style managers used in their decision making is different from what the employees assumed. To show this difference, the test results are shown in Tables 6 and 7.

The test results shows the style used by managers with value of chi-square = 102.385 and on the two-star level (sig = 0.000) is meaningful. Also the styles used by managers from employees point view were checked. The test result value chi-square = 319.29 and with the value of 0.001 at the two stars level is meaningful.

According to the coefficient table (Table 10) of Friedman test we can show the gap in the T Test as indicated. Considering the table it can be concluded that the rational style has the first priority and it is dominantly used by the managers. Regarding the employee’s opinion it is observed (that is if the test result of the desired employee is observed) that this style is located in...
Table 7. Friedman test as a meaningful one on prioritizing the style used by managers and the style used by managers through employee’s viewpoint.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Style used by managers</th>
<th>Style used by managers from employees viewpoint</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>60</td>
<td>290</td>
</tr>
<tr>
<td>Chi-square</td>
<td>102.385</td>
<td>319.291</td>
</tr>
<tr>
<td>Valence degree</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Sig</td>
<td>0.000</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Table 8. The two-sample T test to evaluate the homogeneity of style of manager’s used and distinguished style used by employees for managers of Governor-General.

<table>
<thead>
<tr>
<th>Title</th>
<th>Group</th>
<th>Number</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>Mean differences and confidence interval</th>
<th>Valence degree</th>
<th>t</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homogeneity of style used by managers and the distinguished style used by employees for managers</td>
<td>Managers</td>
<td>34</td>
<td>3.52</td>
<td>0.70</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employees</td>
<td>144</td>
<td>3.05</td>
<td>0.42</td>
<td>0.46, (0.27 , 0.64)</td>
<td></td>
<td>38.81</td>
<td>4.9</td>
</tr>
</tbody>
</table>

Table 9. Friedman rank test, decision styles from the viewpoint of managers and employees of the Governor-General.

<table>
<thead>
<tr>
<th>Governor-General decision making style</th>
<th>Style used with managers</th>
<th>Style used with managers from employees perspective</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Rank</td>
<td>Coefficient</td>
</tr>
<tr>
<td>Rational</td>
<td>1</td>
<td>4.34</td>
</tr>
<tr>
<td>Intuitive</td>
<td>2</td>
<td>3.71</td>
</tr>
<tr>
<td>Dependent</td>
<td>3</td>
<td>2.75</td>
</tr>
<tr>
<td>Instant</td>
<td>4</td>
<td>2.65</td>
</tr>
<tr>
<td>Avoidant</td>
<td>5</td>
<td>1.56</td>
</tr>
</tbody>
</table>

Now that the overall gap and the difference between manager’s style and employee’s viewpoints has been identified, in this section we investigate the gap and difference between staff viewpoints and managers in different organizations separately. In this test, P-value< α = 0.05 supposing equal mean is rejected and the assumption of existing data is accepted.

According to Table 8 and the test results, it is observed for the Governor general according to t = 4.9 and P-value = 0.000 and mean difference in the amount equal to 0.46, we can conclude that there is a meaningful difference between the mean type of model used by managers and the average type of model Used by managers from employee’s viewpoint. The method by which managers carry out their decision making process is different from what their employee’s assume of them. To show this gap and difference as before, we use Friedman test as shown in Table 9.

The test results used for the styles of managers (chi-square = 63.13) are meaningful at the two-star level (sig = 0.000). Also, the test for the style used by managers from employees’ viewpoint was checked. The test result value (chi-square = 141.95) was also meaningful at the two star level (0.001).

According to the coefficient table of Friedman test, we can show the gap that was offered in the difference of T test indicated. By viewing the table it is concluded that the prevailing style used by management, that has the first priority allocated to it is the rational style. As with the test result about the employee’s opinion (Table 11), it can be seen that the rational style for managers from employee’s viewpoint is located in the third place, from manager’s viewpoint dependency style have the third rank. Intuitive style is ranked second in place by manager’s opinion, but it is in the first place by employee’s opinion. Also it can be seen that the directors have declared that their third priority in the decision making process is the dependency style, while according to employees in management decision making process this style is in the second priority. For instance, in avoidance style, managers and employees have the same ideas, and it is given the same rank.
place in their decision making process; while employees are putting priority on dependency style for their managers. Intuitive style from employee’s viewpoint is in second place in the decisions making process and in the case of avoidance and instantaneous style there is no different opinion between managers and employees either one or both groups have put them in the fourth and fifth priority.

In this test if $\alpha = 0.05 > P$-value, the assumption of equal mean is rejected and the assumption of existing differences will be accepted.

According to Table 11 and test results, it can be seen that the results for government according to $t = 2.99$ P-value $= 0.003$ and mean difference equal to 0.288, we can conclude that there is a meaningful difference between the mean type of model used by managers and the average type of style used by managers from employees viewpoint. To show this gap and difference like the previously, we use Friedman test as shown in Table 12.

The test results used for the managers decision making styles with the value of chi-square $= 18.96$ and two-star level ($\text{sig} = 0.000$) is meaningful. Also the test for manager’s decision making model from the employee’s viewpoint was checked. The test result value is meaningful for chi-square $= 158.019$ 0.001 in the two stars.

According to Table 13, there is a difference in Friedman coefficients test gap indicated in T test. Observing Table 12, we can conclude that the dominant style used by managers with the first priority is the intuitive style. While considering the outcome of this test about the opinion of employees, it can be seen that intuitive style of decision making from employee’s viewpoint is ranked second. On the other hand staffs believe dependence style to be in the first place, while managers in their own opinion saw the dependency style to be in the second place. Managers have placed rational decision making style in the third priority and this is the same for employees. Managers in their decision making process have placed
Table 13. Meaningfulness of Friedman test on prioritizing style intended for managers; the intended style for managers by the employee’s viewpoint.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Style used by managers (Governor-General)</th>
<th>Styles used by managers through employees viewpoint (Governor-General)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>14</td>
<td>115</td>
</tr>
<tr>
<td>Chi-square</td>
<td>18.964</td>
<td>158.019</td>
</tr>
<tr>
<td>Valence degree</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Sig.</td>
<td>0.001</td>
<td>0.000</td>
</tr>
</tbody>
</table>

Table 14. The two sample T test to evaluate homogeneity of style used by managers and the style distinguished by the employees for managers in the county.

<table>
<thead>
<tr>
<th>Title</th>
<th>Group</th>
<th>Number</th>
<th>Mean</th>
<th>Standard deviation</th>
<th>Mean differences and confidence interval</th>
<th>Valence degree</th>
<th>T</th>
<th>p-value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Homogeneity of style used by managers and styles diagnosed by employees for managers in the country</td>
<td>Managers</td>
<td>12</td>
<td>2.7</td>
<td>0.57</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Employees</td>
<td>31</td>
<td>3.03</td>
<td>0.33</td>
<td>-0.36, (-0.064 , -0.07)</td>
<td>41</td>
<td>-2.58</td>
<td>0.013</td>
</tr>
</tbody>
</table>

Table 15. Meaningfulness of Friedman test on prioritizing the style used by managers and the style used by managers from employee’s point of view.

<table>
<thead>
<tr>
<th>County’s decision making style</th>
<th>Style used by managers</th>
<th>Style used by managers through employees perspective</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Rank</td>
<td>Coefficient</td>
</tr>
<tr>
<td>Rational</td>
<td>3</td>
<td>2.79</td>
</tr>
<tr>
<td>Intuitive</td>
<td>1</td>
<td>3.50</td>
</tr>
<tr>
<td>Dependent</td>
<td>2</td>
<td>4.67</td>
</tr>
<tr>
<td>Instant</td>
<td>4</td>
<td>2.58</td>
</tr>
<tr>
<td>Avoidant</td>
<td>5</td>
<td>1.46</td>
</tr>
</tbody>
</table>

instant style in the fourth place and the avoidance style in the last. In this test if P-value <α = 0.05 the assumption of equal mean is rejected and the one related to existing differences will be accepted.

According to Table 14 and the test results, we can observe that for the county (according to t = -2.58, and P-value = 0.013 and mean difference in the amount equal to 0.36), there is a meaningful difference between the mean type of model used by managers and the mean type of model used by managers from employee’s viewpoint.

To show this gap and difference as part of the Friedman test like before, the test results are as shown in Tables 15 and 16. The results of this test is meaningful for the styles used by managers with value of chi-square = 28.16 and two-star level (sig = 0.000). Also, the test was checked for the model used by managers through employee’s viewpoint, the test result is meaningful with the value chi-square= 23.75 and 0.001 in the two star model.

According to the Friedman coefficient table test, we can show the gap that exists in different outcomes of T test. By observing these tables, we can conclude that the most important and first style managers claimed to be important in their decision making style is the dependency one. While this styles enjoys the second place in the decision making process from employees viewpoint. Managers have stated that using intuitive style is in the second priority in which employees have given it the first priority. The county managers and staff have placed the rational style in the third priority and in this case there is no difference of opinion between managers and employees. Managers have placed the instant style in the fourth priority but employees claim that managers use this as their last priority. Also, managers have placed the avoidance style in the last place but employee stated
that they use this style as their fourth priority.

**DISCUSSION AND CONCLUSION**

The purpose of the present research is to investigate the impact of organizational factors on the styles of manager’s decision makings and the difference between the perception of managers and employees on the styles used by managers in the governor general’s Office of Kurdistan province in Iran. The findings in this research indicate there are relationship between position of managers in organizational hierarchy and decision making style. The following research results indicated that organizational factors such as the size of the organization and position of director of the organization in organization’s hierarchy influence the style of overall decision making by the manager. Also there is a meaningful difference between the perception of managers and staff about the manager's decisions making style.

To testing the hypothesis, both Chi square and one sample t is checked and is used in the status of each organization. Results of Chi square test (P=0.017 and X_14 ^ 2=12.327) showed that there is meaningful relationship between the position of managers in organizational hierarchy and decision models. According to the table of results, it can be seen that the largest percentage of managers in the governor general's office use rational style is 50 and the largest percentage of managers in the county section of the governor general office use intuitive style is 53.6 and the highest percentage for styles used by the managers in the county is the dependent style, which is 50.

The T test results for each organization confirmed the chi-square test results. The average scores for the governor general’s office has the highest mean, which shows that in the governor general rational style is used which is the prevailing style. For the governor in the second row it shows that the majority of managers use intuitive style. Also, for the county, it can be seen that the mean of opinion offered was less than average which shows the usage of managers from the next style or the dependent one.

We surveyed relationship between the size of the organization (Governor general, Governor and county) and decision making styles. We used multivariate analysis of variance or MANOVA, and due to this case, the aforesaid meaningful level is smaller than the acceptable meaningful level of value (0.005). Therefore supposing equal mean for all styles in any organization is rejected. So according to table results we can conclude that for the rational style the highest mean is from the governor general and for the governor the highest mean belong to intuitive style and for dependent style the highest mean can be seen in the county section of the study. But for the two styles (instantaneous and avoidant), no meaningful difference was found between the organizations. In this regard, no research whose finding can be compared to that of this study was found. Also, this research indicates the difference between managers and the staff perception of decision making models in different organizations.

To test the hypothesis in general, the two-sample independent T test and Freidman test were used. Then these tests were repeated separately to incorporate organizational hierarchy to identify different perspectives of each organization and the following results was obtained.

In the overall test, the difference between the perception of management and staff from decision making style with values (p=0.001 and t(348) =3.32) were meaningful. Friedman test result showed that from manager’s viewpoint the rational style has the highest priority, intuitive style second priority and the third priority belongs to dependent style. While from staff viewpoint intuitive style highest priority, dependent style second priority and rational style is in the third priority. From the viewpoint of managers and employees instantaneous and avoidant style are in the fourth and fifth place respectively.

Test results for the Governor General with values (p<0.001 and t(0.76) =4.9) has shown a meaningful difference for management and staff perception. Friedman test results indicated in this regard, rational style for managers in the highest priority, intuitive style in the second place and the dependence style on the third priority. While from employee’s perspective dependent style in the highest priority, intuitive style in the second and rational is placed in the third priority. In instantaneous and avoidant style from the perspective of managers and employees in the fourth and fifth place

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**Table 16. Friedman test for ranking decision making styles from the view point of managers and employees in the county.**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Style used by managers</th>
<th>Styles used by managers from the viewpoint of employees (Governor-General)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number</td>
<td>12</td>
<td>31</td>
</tr>
<tr>
<td>Chi-square</td>
<td>28.157</td>
<td>23.747</td>
</tr>
<tr>
<td>Valence degree</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Sig.</td>
<td>0.000</td>
<td>0.000</td>
</tr>
</tbody>
</table>
respectively.

The test for governor with a value of \( P=0.003 \) and \( t(127)=2.99 \) show a meaningful difference between management and staff perceptions of the decision model. Freidman test result in this case shows from manager's perspective intuitive style has the highest priority, second priority belongs to dependent style, the third priority goes to rational style and instantaneous and avoidance styles have the fourth and fifth priorities respectively. While the results of this test from the perspective of employees showed that; dependent style in the highest priority, intuitive style in the second priority, rational style in the third, avoidance fourth and instantaneous style is in the fifth priority. The results showed that in the governor, from the perspective of both managers and employees the dominant style (rational) is in the third priority.

Test results for the county with values (\( P=0.013<\alpha=0.05 \) and \( t_b=2.58 \)) showed that there is meaningful relationship between manager's and staff perceptions of the managers decision models. Freidman test results in this regard showed that from the perspective of managers in the county dependency style has the highest priority, intuitive style in the second priority, rational style in the third priority, fourth priority goes to instantaneous style and the fifth priority belongs to avoidance style. While from the perspective of employees, the intuitive style has the highest priority, dependence style second priority, rational style third priority, avoidance fourth and instantaneous style has the fifth place. The results showed that in the county like governor, the dominant style used from the viewpoint of both staff and managers is in the third priority.

REFERENCES
