



ORIGINAL ARTICLE

The Relationship between Valued Tendencies and Decision Making styles in Educational Managers and Professors in Alborz University of Medical Sciences

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ABSTRACT

Decision making is an inseparable part of management and the essence of manager's work. The present research was performed to study the relationship between the valued tendencies and decision making styles of the educational managers and the professors of Alborz University of Medical Sciences in 2012. This survey was a descriptive/analytic and cross-sectional study performed on 90 educational managers and the professors in Alborz Medical Sciences University. Data collected with two standard questionnaires called AL port and decision making. Validity of the questionnaires was confirmed before and their reliability was calculated 85 and 90 respectively using Cornbrash's alpha. Data were collected and analyzed with SPSS₁₆ and Pearson correlation coefficient and multi variables Regression and indexes of descriptive and analytical statistics were applied. The results showed that there was a positive correlation between theoretical, economic and social valued tendencies with consultative and cooperative decision making's styles. Also, this relationship was seen between this tendencies and consultative and cooperative decision making styles in male managers. But there was no relationship between imperious decision making and the valued tendencies. Managers who used cooperative decision making, their organizational health were improved, therefore for selecting managers; we should choose persons who have more tendencies to the social values. According to AL port's theory the individuals who have strong social tendency have better ability to set up sincere relationship with others. Also, to appoint managers we should pay attention to person's abilities such as their tendencies to cooperative and consultative styles for decision making.

Keywords: Decision making styles, valued tendencies, educational managers, professors, Alborz university of Medical Sciences.

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INTRODUCTION

The organizational behavior is a complicated network of decision-making process. In order to influence persons' behavior who work to perform organizational functions, decision-making can create a fame work for their performance so, it plays very important role in management. This main role has caused that some experts in the last analysis of management, maintain only one function for them as decision-making [1].

Decision - making means selecting one solution among the different solutions and it forms the essence of management, so the main role of managers is decision- making. Because they should decide about the duties which should be performed, the persons who should perform that duties, the place and the time for duties performance or even about the manner of performing the duties [2].

In other words, decision-making is a mental process which is performed in the light of culture, comprehension, values attitudes, personality, knowledge, and insight of person and these factors have influence on each other's [3].

Newman knows the quality of management as a function of the decision-making's quality and pretends that the quality of programs and projects, the effectiveness of strategies and their obtained results, are all dependent on the manager's decision-making's quality [4].

Each society's values have the directional and essential role in the manner of people decision-making. On the other hand, the individual values are the concrete and provable facts, because their consequences and effects could be seen simply in the individual's behavior. This fact is true in educational managers and decision-makers, so that they involve their values in their selection, appraisals and deductions consciously or unconsciously [5].

The decision-maker's values and beliefs in the first stage acts as a "conceptual sieve" and have effects on the knowledge about problem solving and the selected information and system about problem, and in the second stage have influence on options selection, so decision-making process is influenced by them. In other words, the society, organization and decision-makers' values are interwoven with managers decision-makings [6].

The further studies are necessary not only for understanding the relationship between values and decision-maker's behavior but about the values effectiveness on decision-maker's behavior. Therefore, correct, exact and proper decision-making in each organization may be originated from individuals' personality and their prevailing values. The values form the main dimensions of human personality and indicate individual's life philosophy and they have connections with their beliefs, interests and tendencies.

In fact, individual's values can be defined as a collection of subjective ideals which form his/her thought and action [7].

Experimentally the values have relation with main aspects of organizational behaviors, educational improvement, social relations and decision-makings. In other words, valued tendencies in managers is one of the most important factor which has influenced on their behaviors and actions, and has helped to recognition of the different conditions, and to analysis of the different problems and solutions, so that it can direct decision-making process. Laric in the different researches showed that how feelings management can have influence on decision-making [8].

Decision-making includes the manager or employee behavior who participates in decision-making process, so that this behavior is influenced by decision-maker's values and tendencies or attitudes. Indeed, the values have some streaks of judgment or arbitration in their nature which is results of person's views or beliefs about objects, affairs or events [6].

The values as Peterson says; are theoretical and ideal concepts which have effect on individuals' selection [7].

In other words, the personal values in managers help them to understand a situation and to analysis it and to find the different solutions for a problem and to make the final decision. Therefore, because of the theoretical importance and necessity of decision-making subject and because this subject as a technical style and skill in the medical sciences universities, has not been addressed by researchers due to personal inclination instead of a scientific aspect, so, doing researches about valued tendencies as an organizational cultural construct with the main function of management- decision-making- has been selected to be considered in this study.

Perhaps, the obtained results increase the quality of educational manager's decision-making in order to increase efficiency and effectiveness in this group.

METHODS AND MATERIALS

The present survey was descriptive/ analytic cross- sectional study. Data was collected by two questionnaires, one of them was "study of values" standard questionnaire by All port, Vernon and Lindzey and other one was "Decision-making styles" questionnaire based on Tannenbaum & schmit and Vrrrom & Yetton decision-making model, which was previously compiled by MVS. Sedegheh Adybi- sadad (2008). The "study of values" questionnaire included 45 questions that 30 questions of them were 2-choice question and 14 questions of them were 4- choice question, for appraisal the importance of these six values such as: theoretical, economical, artistic, social, political, and relational values in the person's life.

Totally, among 120 responded questions from each questionnaire, 20questions is about one of the above mentioned valued tendencies. Reliability of All port, Vernon and lindzey test was considered twice in 1951 and 1957 and a high coefficient of 90% was calculated.

Also, adybisadad (1999) and mehr – avaran(2001) calculated its reliability about 90%.

Its validity was obtained based on individual job and educational field and after performing is on the sample of 1816 persons, its results were published in 1960. The standard questionnaire "study of decision-making style" contains 42 questions with five options on likert scale: always, often, sometimes, varely and never.

16 questions were about imperious decision making style and 16 questions were about consultative decision making style and 10 questions were about cooperative decision making style from manager's point of views. For reliability and validity measurement of manager's decision making questionnaire, Adybisadad (1999), after performing retest, obtained the correlation coefficient of 65%, and cronbach's alpha coefficient was 87%. Zohour and Kohestani [9] also, calculated a good level of confidence coefficients for it.

The sampling method as census included all of 90 educational managers and professors in Alborz University of medical sciences.

After obtaining permission from research – educational assistance of medical sciences university and Alborz health care services, statistical population was determined based on gender, education level, scientific degree and work experiences of participants. Researcher after introducing research's goals. Distributed questionnaires among respondents. This research had no time limitation. The participants who didn't answer to questionnaires were excluded from sample population.

For data analysis, SPSS software version 16 was used and the central and scattered indexes were used for descriptive statistics and person correlation coefficient and multi variables regression were used for analytical statistics. The level of significant for hypotheses testing was $\alpha = 5\%$.

RESULTS

From 103 questionnaires which were provided for experts, totally 90 experts (87.4%) completed it. Totally, 51 men and 39 women participated in this research. About 35 percent of men in this statistical sample have educated in the medical fields and about 64.3 percent of them have educated in the paramedical fields, also 17.6 percent of women have studied in the medical sciences and 82.4 percent of them have studied in the paramedical fields. Another interventional factor is the work experience. Also, the highest work experience among men was between 11 to 15 years and among women it was between 6 to 10 years. From their educational degrees aspects, in men 46.4 percent and 7.2 percent were trainer, assistant professor and associate professor respectively. And among women 35.3% were trainer and 64.7% were assistant professor.

Plus, the mean of imperious, consultative and cooperative decision making style among educational managers and professors were 3.63%, 3.49% and 3.87% respectively, and they were 4.06%, 6.75% and 4.21% among the female educational managers and professors respectively. The mean score for these three styles for the female managers and professors was calculated more than male.

Also, except for the political (its means in men was 38.71% and in women was 38.50% and the economical tendencies (its mean in men was 40.11% and for women it was 39.93% in the other tendencies, the means were higher for female than male.

After performing the multi-variables regression analysis between the dependent variables of decision – making and the independent variables which obtained from valves analyzing test for work experience and gender factors, the multiple correlation coefficient was equal to 0.247% and the determination coefficient was equal to 0.058%. According to the results, the multi correlation coefficient and the determination coefficient were .447% and .199% respectively. It's significant between valued tendencies and consultative decision making style (0.447%).

Also, the level of significance from regression β - coefficients has been calculated for theoretical artistic and social values tendencies.

According to the results, the multi correlation coefficient was equal to 0.399% and the determination coefficient was equal to 0.159%.

Also, the level of significance from regression β - coefficients has been calculated for artistic and social values tendencies. After considering the relationship between valued tendencies (six values) and imperious decision-making style with work experience of educational managers and professors; it was appeared that there is a positive and significant correlation between theoretical tendency and imperious decision making style ($r=0.432$, $p < 0.05$) and between religious tendency and imperious decision making style ($r=0.380$, $p < 0.01$) and between economical tendency and imperious style ($r=0.293$, $p < 0.05$) and between social tendency and imperious style ($r=0.293$, $p < 0.01$). But there is no significant correlation between artistic tendency with imperious style ($r=0.072$, $p < 0.05$) and between political tendency with imperious style ($r=0.042$, $p < 0.05$).

DISCUSSION

According to the obtained results, it can be said that there is no significant correlation between valued tendencies (six values) and imperious decision making style of managers.

The obtained results are in line with solymani's finding which showed that there is no significant correlation between valued tendencies and manager's decision –making style [10]. But these obtained

results aren't in line with Morgadu, David.L.Rulston et al. findings which showed that the differences in individual's valued tendencies have influence on their decision making behaviors [11].

It seem that lack of correlation between values tendencies and imperious decision making style, indicates that managers have more tendency to an imperious style, which it is in line with Islamic management system that it insist on collaborative wisdom and intellect instead of personal wisdom of decision – makers. Also, it is in line with research findings about religious tendencies dimension.

According to the results about the relationship between valued tendencies (six values) and consultative decision making style of educational managers and professors, there is a positive and significant and social valued tendencies with consultative decision making style, but there is no significant correlation between artistic and political tendencies. These obtained results are in line with Mrs.Adybisadad, Morgada and David.L.Rulston's finding about theoretical, religious, economic and social valued tendencies but they aren't in line with artistic and political tendencies.

According to findings, regarding the relationship between valued tendencies (six values) and cooperative decision making style of educational managers and professors, there is a positive and significant correlation between theoretical, religious, economic and social valued tendencies with cooperative decision making style, but there is no significant correlation between artistic and political tendencies. The above mentioned results are in line with Solymani, Morgadu and Rulston's findings about theoretical, religious, economic and social valued tendencies. Also, results of the above hypothesis are in line with Mehr-Avaran research's findings about social and religious valued tendencies (based on confirming hypothesis) and artistic and political tendencies (based on rejecting hypothesis) [12].

About consultative style, as Allport said, artistic and political types are those who pay attention to power and supremacy and they are interested in having mastery on other people, so these characteristics are not found in consultative style, therefore, this discussion can explain the lack of significant correlation between political and artistic tendencies and consultative decision making style.

Finding of many sociological researches and experiences indicate that customs, ceremonies, rites, values, tendencies and social scales have influence on human's decision making [4].

So, it can confirm properly the results of Regression analysis about social, artistic, theoretical and economic valued tendencies. By comparing Saadat and Alvani's findings, it was appeared that the positive and significant correlation's results for theoretical, religious, economic and social valued tendencies for consultative style were the same as cooperative decision making style, and their difference was only in correlation's score (r) which was higher in consultative style, so it can be concluded that there is a direct correlation between cooperative and consultative decision making style which they are in line with Mehr-Avaran's findings. Also, for relationship between valued tendencies (six values) and imperious decision making style with work experience of educational managers and professors, there is a positive and significant correlation between theoretical, religious, economic and social valued tendencies with imperious style but there is no significant correlation between political and artistic tendencies with imperious decision making style. Therefore, there is a correlation between theoretical, religious, economic and social valued tendencies and imperious decision making style with work experience of educational managers and professors, but there is no significant correlation between artistic and political tendencies and imperious style with work experience of educational managers and professors.

Finding comparison showed that there is a direct correlation between cooperative and consultative decision making style. This is in line with Mehr – Avaran's finding.

CONCLUSIONS

Decision –making field is a wide and capacious area which is affected by the different factors which are correlated with individual's behavior, so that decision-making is formed by system, interpretations and valued tendencies of person in spite of this fact that each person was born in the different societies and has the different valued and criteria. Therefore, individuals due to their social, cultural, political economical and religions character prefer one behavioral manner on other behaviors, which perhaps it can explain logically, the lack of agreement between some valued tendencies in the present study with other studies. The managers who have tendency to employee- oriented management style, will try to involve their employees in the decision- making process, so, based on the obtained results, it can be concluded that our studied managers, were employee- oriented managers.

As Stacy said; the decision-makers intensively are influenced by the different factors such as the previous experiences, conceptual, understanding and analytical skills, management expertise knowledge, different attitudes and values, hope and anxiety, conditions and environmental possibilities and personal enlightenment. It is suggested that for selecting managers, the un imperious decision-making style be preferred on other styles, so that they have ability and tendency to choose cooperative and consultative decision making styles.

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