

## The Relationship Between Public Decision-Making Style of Management and Organizational Health in Hormozgan Governor and Governor Subsidiaries

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**Abstract:** The aim of this study was to investigate the relationship between public decision-making styles of managers (rational, intuitive, dependent, spontaneous and avoidant) and organizational health at three institutional levels (institutional integration), administrative level (principal influence, consideration, maintenance and support resources) and technical (scientific emphasis and mood, respectively). The population includes all the basic and middle managers and government employees, allies and contractors working in Hormozgan governor and governor subsidiaries that were questioned using stratified random sampling of 78 managers and 255 employees using tools questionnaires. After statistical analysis using correlation, multiple regression and generally results showed that: there is a positive significant relationship between style of rational, intuitive and affiliation decision-making with organizational health. Also there is a significant and negative relationship among the styles of immediate and avoiding decision-making and organizational health. Then, on further examination, it yielded a positive and significant relationship between rational decision making style with institutional and organizational levels of health administrative. It was also found that there is a positive and significant relationship between the styles of intuitive and affiliation decision making with the administrative and technical levels of organizational health. It is established a negative and significant relationship between spontaneous and avoidant decision making styles and levels of administrative, technical and institutional of organizational health. In general we can say use of the style of rational, intuitive and not use of spontaneous and avoidant decision-making attachment, in organizational health and its different levels can be affected. It shows the need for improved management decision making skills more than before.

**Key words:** Rational decision making, intuitive decision making, dependence decision making, spontaneous decision making, avoidant decision making, organizational health

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### INTRODUCTION

That said, a healthy organization is where people come to work with interest, they are proud to work in this place, they are not involved to this topic to see how top managers think and even they questioned the wishes and opinions of organization's managers, the decision will be done to increase the efficiency of the organization based on factors such as ability, sense of responsibility of data, workload, time and rational analysis, the contrast is important in making decisions and is in question effectively with co-workers, the group criticizing carried out normally in connection with the progress of the work. In other words, it is said, a healthy organization is an organization that is desirable from the three institutional level (institutional integration), administrative level (principal influence, respect or consideration, maintenance and support resources) and technical level (scientific

emphasis and spirit). At the institutional level, employees are protected against clients' pressure and unreasonable demands; the organization is fragile in the face of public pressure, when the organization program is not coordinated with environmental demands, protesters interest groups can have a significant effect on the operations of the organization. In the institutional level, manager works with his boss with his encouraging influence. But he has independence in thought and action (the director's influence) indicates a behavior that shows him friend, patron and co-workers (respect or consideration). Also, clearly, he defines work expectations, performance standards and explicitly procedures and methods (construction). Organization has adequate materials and equipment that these materials can be obtained easily. Finally, on a technical level, there are high-level scientific but obtainable purposes for employees and learning is regular and serious in these

environments (scientific emphasis). And staff morale is high, means that exists the confidence, trust, empathy and friendship among employees.

On the other hand, all managers know that their success depends on human resources in organizations and this thinking cause to seek a desirable style and method in running their organizations works. One of these models is the general style of decision-making (rational, intuitive, dependent, spontaneous and avoidant) which has been developed by Scott (2003). In this style of decision-making, rational decision-makers following from a constant and clear process to select and implement the best solutions and achieve the objectives, intuitive decision-makers decides more based on emotion and intuition and believe what they feel is more correct from their logic although, they cannot express it verbally, decision makers will have dependencies style, allowing others to decide and to obey decisions of others without imperative. Instantaneous decision-makers select their main decision when faced with situations immediately and promptly decision and avoidance decision-makers delay the decision as much as possible when faced with the issue (problem or opportunity) and evade from any reaction to the problem occurred. On the other hand, existence of this issue which one of the decision making methods is better and has more acceptable results is a point that didn't say any clear point of view about it, so that even some experts consider choosing one of the patterns of decision-making contingency depending on situations or even necessarily recommend both. The main research question is whether there is a significant relationship between the public each style managers Hormozgan governor and the governor's decision-making subsidiaries (rational, intuitive, dependent, spontaneous and avoidant) and organizational healths?

**Literature review:** Decision-making is to determine solutions to determine its advantages and disadvantages, compare solutions and the future of every solution.

The researchers believe that decision-making skills is a trait inherent and acquired but Simon believes that although the inherent features such as intelligence and understanding in relationships with other people is important in making a good manager but inherent features is not enough on its own and is the acquisition of knowledge and experience that can be gained decision-making skills.

In general it can be said, the decision is to choose a solution through various ways and in fact, the best way

to achieve the objectives. This is a very simple definition from decision, if the decision is more than the simple practical to choose the best way process involves various stages. Therefore, decisions can be defined as a process that includes problem definition, evaluation of solutions, decision-making (choice of solutions) and implementing decisions and evaluate results (Faizi, 2011).

**The definition and classification of different style or manner of decision making:** Decision Styles is habitual pattern that is used by them when making decisions. In other words, a learned and used pattern by a person is consistent, when used to face with a decision-making position (Dewberry *et al.*, 2013). Given the importance of the decision on management topics, it has been made different styles for the decision that the managers have to make decisions based on that style. Such as decision-making styles Hersey and Blanchard (grammatical or autocratic, consultative style, participative style, grammatical delegated style), Likert Rnsys decision systems (systems of decision-making one, two, three, four) and one of the most important decisions that have been less investigated is the model of public decide (Scott, 2003) which continues as it has been discussed.

**Public decision-making styles of Scott and Bruce:** Scott and Bruce define decision making styles as action or reaction pattern of acquisition that represents when facing to an issue or situation. According to these definitions, the general style decision have divided into five categories rational, intuitive, dependent, spontaneous and avoidant (Rehman, 2012).

When making decisions are rational that decision-maker has complete information on the subject of the decision and is capable to scaled demands and their priorities in terms of desirability and usefulness of the logical sequence and can be from among alternatives and different solutions to choose a way that maximizes his desirability (Ralph, 1998).

The intuitive style of decision-making, decision-makers more intuitive feelings and your intuition decide based on what they feel and believe their logic is more correct, however, cannot verbally express (world part, Khoshkonesh *et al.*, 2011). It is used from experience and personal judgment (not uphold the principles of logic and reasoning) in intuitive decision making. Intuitive method is not an arbitrary or unreasonable matter because the intuitive method is based on years of operational experience that has been accumulated for the individual unconscious. Lots of experience about organizational

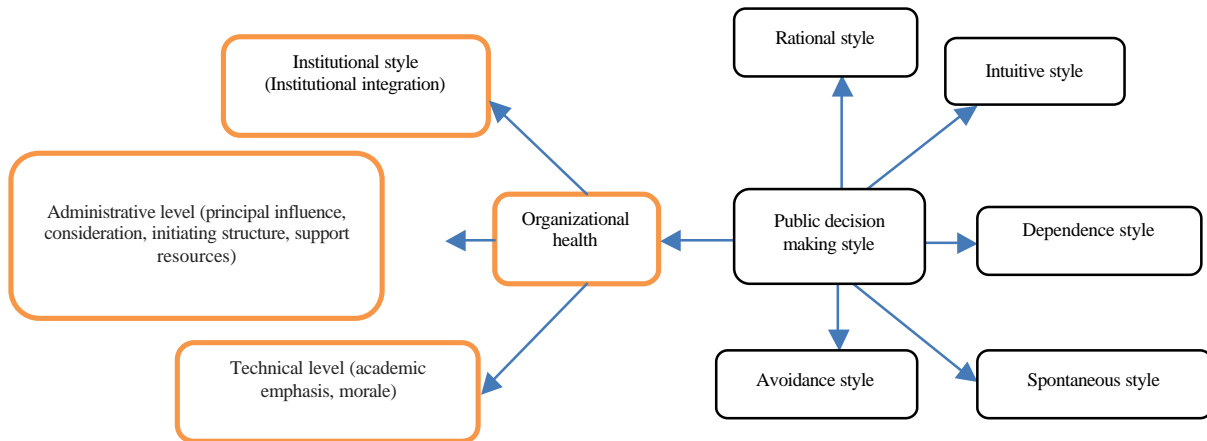


Fig. 1: Research model

issues cause to managers have a sense (intuition) about organization and provide solution unconsciously (Daft, 2013). Managers who have dependence style of decision making, needs to be a person beside them when face to a problem or opportunity to act according to his expressions. They would rather consult with others when making important decisions and ultimately make the final decision themselves, totally dependent on other people's views (born conductor and Tehrani Moghaddam). The main feature of this style of decision-making (dependence) is accepting advice or advice and assistance on the other hand (Rehman, 2012).

Managers who have real decision-making style in the face of a decision-making position immediately and promptly elect its original decision (born conductor and Tehrani Moghaddam). It can be said, immediate decision-making style reflects the sense of urgency decision-maker and his desire to obtain a final decision on the shortest and quickest time possible. In other words, more complete, this kind of decision is done very fast and without regard to consequences or evaluation according to the circumstances. For example, a person persuades the other person to hurry for what he intends and create an action and thinking about him and usually he wonders of this decision (Bolhari and Zarei, 2013).

People who have avoidant style of decision-making when faced with the issue (problem or opportunity) as much as possible to delay the decision any reaction to evade the problem occurred (Parker *et al.*, 2007). These people are marginalized from decision-making process and always say that think later about this subject (Khoshkonesh *et al.*, 2011). Such a decision creates the possibility that an individual lose his life's right opportunities.

**Organizational health and its features:** The concept of organizational health by Miles in 1969 was used in the analysis of organizational health of schools. Miles offered a model for organizational health of schools. In his opinion, healthy organization is a place that is not consistent in its position and always is developing automatically and run and manages its own using his skills (Cemaloglu, 2007). Organizational health is not include organization capability to implement tasks effectively but also includes the organization's capability to growth and improvement. Observers in healthy organizations find committed staff morale and consciousness with high-performance communication channels open and successfully high. A healthy organization is where people want to stay there to work, and to be proud of your people are helpful and effective. Dynamic and healthy organization have a desirable and healthy atmosphere and cause to provide motivation and interesting in work in organization's employee and go up organization's effectiveness in this way (Soleimani, 2010).

One of the most important of investigation models of organizational health, which is used in this research is provided model by Hoy and Fedman (1987) that has institutional (institutional integration), administrative level (manager influence or superior, consideration, maintenance and support by resources) and technical level (scientific emphasis and spirit) (Fig. 1).

**Research hypothesis:**

- There is a significant relationship between any one of the public styles of managers' decision making (rational, intuitive, dependence, spontaneous and avoidance) and organizational health

- There is a significant relationship between any one of the public relationship of managers' decision making (rational, intuitive, dependence, spontaneous and avoidance) and organizational health in administrative, technical and institutional levels

## MATERIALS AND METHODS

The present study is an applied research in terms of research aim and is descriptive in terms of data collection (non-experimental). Doing research is a survey method. The population-based study included all middle managers and government employees, contract and sub-contract Hormozgan governor and its governor. The number of its middle and base managers is 97 and the number of employees is about 743 people. The sample requires managers and employees in accordance with the relevant formula, respectively (78) and (252) were estimated. It was obtained the same amount of estimated sample using Morgan tables. In order to distribute the questionnaires also, it is used from stratified random sampling method. To assess organizational health at three levels: institutional, administrative and technical, organizational health questionnaire with 44 questions (OHI) has been used (Hoy and Fedman, 1997) which is set based on the scale of choice (always, often, sometimes, rarely). Also, it is used from the general decision-making styles questionnaire consisting of 25 questions with Scott and Bruce whole four point Likert scale to measure variables public decision-making styles (styles of decision-making rational, intuitive, dependent, spontaneous and avoidant) of (always, often, sometimes, rarely). To evaluate survey of these sightings tutors and counselors as well as several directors, experts, specialists were brought and were used after getting their input and validation. So, its face and content validity were established. As well as to assess the reliability of public decision-making styles and organizational health Cronbach's alpha coefficient was used which its obtained reliability are equal to (0.86) and (0.89) is obtained. Eventually both were described as good reliability. Territory of this research has conducted on 18.06.2013-18.06.2014 for a period of 12 months.

## RESULTS AND DISCUSSION

There is a significant relationship between rational, intuitive, dependence, spontaneous and avoidance decision making of managers and organizational health.

As in Table 1, it can be seen, the correlation coefficient between the ways of decision-making rational, intuitive, dependent, spontaneous and avoidant with organizational health in Hormozgan governor and governor subsidiaries, respectively is (0.507) (0.423),

(0.333) (-0.530) (-0.563). It also uses the value obtained Sig. (0.000), we can say that a significant level of research in population is smaller than the error level ( $\beta = 0.50$ ). So, one can say with 95% confidence, there is a positive significant relationship between the practices of rational decision making, intuitive, dependent with organizational health. There is a negative and significant relationship between avoidance and immediate decision making styles and organizational health in Hormozgan governor and governor subsidiaries. There is a significant relationship between rational, intuitive, dependence, immediate and avoidance styles of managers and organizational health.

As it can be seen in Table 2, the correlation coefficient between the ways of decision-making rational, intuitive, dependent, spontaneous and avoidant with organizational health in Hormozgan governor, respectively is (0.509) (0.452) (0.285) (-0.504) (-0.524). It also uses the value obtained Sig. (0.000), we can say that a significant level of research in population is smaller than the error level ( $\beta = 0.05$ ). So, one can say with 95% confidence that there is a significant and positive relationship between styles of rational, intuitive, dependence decision making with organizational health. There is a significant and negative relation between immediate and avoidance styles of decision making with organizational health in Hormozgan.

As well as in Table 2, it can be seen, the correlation coefficient between the ways of decision-making rational, intuitive, dependent, spontaneous and avoidant governor subsidiaries with organizational health in Hormozgan governor is respectively (0.503) (0.367) (0.426) (-0.589), (-0.650). We can say that a significant level in the population under study is smaller than the error level ( $\beta = 0.05$ ) using Sig value obtained (0.000). So, one can say with 95% confidence that: there is a positive significant relationship between the way of rational decision making, intuitive, dependent with organizational health. There is a negative and significant relationship between avoidance of immediate decision making styles and organizational health in Hormozgan governor subsidiaries.

**Main hypothesis 2:** There is a significant relationship between rational, intuitive, dependence, immediate and avoidance decision making styles with their organizational health in administrative, technical and institutional levels.

As it can be seen in Table 3, the correlation coefficient between the way of rational decision making with organizational health in administrative levels (0.443), institutional (0.462) in Hormozgan governor and governor subsidiaries have been approved in the significant level 0.05. But the relationship this way decisions with organizational health is not approved on a technical level

Table 1: Statistical output

Independence variable (public styles of managers decision making)	Dependence variable (organizational health)	Correlation coefficient	Dependence variable (organizational health)	Approve or reject the hypothesis	Relation kind
Rational style	Organizational health	0.507	0/000	Approve the hypothesis	Positive
Intuitive style	Organizational health	0.423	0/000	Approve the hypothesis	Positive
Dependence style	Organizational health	0.333	0/000	Approve the hypothesis	Positive
Spontaneous style	Organizational health	-0.530	0/000	Approve the hypothesis	Negative
Avoidance style	Organizational health	-0.563	Approve the hypothesis	Approve the hypothesis	Negative

Table 2: statistical output

Independence variable (public styles of managers' decision making)	Dependence variable (organizational health)	Correlation coefficient	Significant level	Approve or reject the hypothesis	Relation kind
Rational style	Organizational health	0.509	0/000	Approve the hypothesis	Positive
Intuitive style	Organizational health	0.452	0/000	Approve the hypothesis	Positive
Dependence style	Organizational health	0.285	0/000	Approve the hypothesis	Positive
Spontaneous style	Organizational health	-0.504	0/000	Approve the hypothesis	Negative
Avoidance style	Organizational health	-0.524	Approve the hypothesis	Approve the hypothesis	
Rational style	Organizational health	0.503	0/000	Approve	Positive
Intuitive style	Organizational health	0.367	0/000	Approve	Positive
Dependence style	Organizational health	0.426	0/000	Approve	Positive
Immediate style	Organizational health	-0.589	0/000	Approve	Negative
Avoidance style	Organizational health	-0.650	0/000	Approve	Negative

Table 3: statistical output

Row	Independence variable (public styles of managers' decision making)	Dependence variable (organizational health)	Correlation coefficient	Significant level	Approve or reject the hypothesis	Relation kind
1	Rational style	Administrative	0.509	0/000	Approve	Positive
2	rational style	Technical	0.452	0/000	Approve	---
3	Rational style	Institution	0.462	0/000	Approve	Positive
4	intuitive style	Administrative	0.496	0/000	Approve	Negative
5	intuitive style	Technical	0.266	0/000	Approve	Negative
6	intuitive style	Institutional	0.038	0/552	Reject	Positive
7	dependence style	Administrative	0.367	0/000	Approve	Positive
8	Dependence style	Technical	0.426	0/000	Approve	Positive
9	dependence style	Institutional	-0.589	0/000	Approve	Negative
10	Immediate style	Administrative	-0.650	0/000	Approve	Negative
11	Immediate style	Technical	-0.221	0/000	Approve	Negative
12	Immediate style	Institutional	-0.434	0/000	Approve	Negative
13	Avoidance style	Administrative	-0.480	0/000	Approve	Negative
14	Avoidance style	Technical	-0.285	0/000	Approve	Negative
15	Avoidance style	Institutional	-0.372	0/000	Approve	Negative

(0.067) 0.05 at the significant level. The correlation coefficient between decision intuitive approach to organizational health administrative levels (0.496), technical (0.266) in Hormozgan governor and governor subsidiaries has been confirmed as the significant level 05/0. But the relationship this way decisions with organizational health is not approved at the institutional level (0.038) 0.05/ at the significant level. The correlation coefficient between the way the decision affiliation with organizational health administrative levels (0.370), technical (0.141) in Hormozgan governor and governor subsidiaries, it has been approved the significant level of 0.05 percent. But the relationship this way decisions with organizational health at the institutional level (0.113) is not approved in the significant level of 0.05.

The correlation coefficient between real-time decision-making practices with organizational health administrative levels (-0.419), technical (-0.221) and institutions (-0.434) in Hormozgan governor and governor

subsidiaries have been confirmed in the significant level 05/0. But the relationship this way decisions with organizational health is negative in above level. As well as in Table 3, it can be seen, the correlation between avoidant style of decision-making with organizational health administrative levels (0.480), technical (0.285) and institutional (0.372) have been approved in the governorate Hormozgan governor subsidiaries, the significant level 0.05. But the relationship this way decisions with organizational health is negative at above level.

In other words, the less of this kind of decision-making in society applied research; enterprise-level health will be higher in administrative, technical and institutional level. It should also be noted that this connection achieved has been confirmed at different levels in the two aforementioned subsidiaries population of Hormozgan governor and the governor's functions.

Table 4: Correlation coefficients and variables of general practices in organizational health decisions

Multiple correlation coefficient	Determination coefficient square	Adjusted determination coefficient	Estimated standard deviation
0/808	0.654	0/647	0.06219

Table 5: Variance analysis

Pattern	Squares collection	Freedom degree	Squares average	F statistics	Significant level
Regression	1/795	5	0/359	92.818	0/000
Residual	0/951	246	0/004		
Total	2.746	251			

Table 6: Coefficients variables public way to predict organizational health decisions

Model	Non-standards coefficient		Standards coefficients	t statistics	Significant level
	B	SD	Beta	15/697	
Fix coefficient	15.697	0/126		9/215	
Rational	9.215	0/025	0.427	9/836	0/000
Intuitive	9.836	0/027	0.396	1/844	0/000
Dependence	1.844	0/013	0.076	-0/346	0/066
Immediate	-0.346	0/063	-0.027	-5/699	0/730
Avoidance	-5.699	0/061	-0.408	-0.348	0/000
				0.061	

**The effect of the general style of decision-making in organizational health:**

- H<sub>0</sub>: General Manager Modes of decision-making (rational, intuitive, dependent, spontaneous and avoidant), linear variable not predict organizational health
- H<sub>1</sub>: General Manager Modes of decision-making (rational, intuitive, dependent, spontaneous and avoidant), predict organizational health variable linearly

The result includes three outputs. The first output is Table 4 which respectively includes multiple correlation coefficient, coefficient of determination, adjusted coefficient of determination and provides the standard error of the estimate. The difference between the coefficient of determination and adjusted coefficient of determination can be caused by sample size and the number of variables. It measures the standard error of the estimate dispersion around the regression line. The higher the index, it will be the greater the dispersion of points around the regression line. Adjusted coefficient of determination is equal to 0.647 using the Table 4.

Output Table 5 contains a regression analysis to evaluate the certainty of a linear relationship between the independent variables and the dependent variable. In other words, it shows that at least one of the independent variables (rational, intuitive, dependent, spontaneous and avoidant) and dependent variable (organizational health) linear relationship or not. In mathematical terms: whether the independent variable coefficients in the linear relationship that show them by is it opposite to zero?

$$H_0: \beta_1 = \beta_2 = \beta_3 = \beta_4 = \beta_5 = 0$$

H<sub>1</sub>: at least one of the equality is not established

Using the Sig. Table 5, we can say that significant levels smaller than the error level (p = 05/0) is. So at least one of the mentioned variables are linearly predict organizational health (p<0.05).

The regression coefficients and the amount has been fixed in the third output (6) and in column B, respectively. According to the column values Beta (standardized coefficient) can be said that the general practices of rational decision making, avoidance and intuitive greatest impact on organizational health Hormozgan governor Subsidiaries and significant level three variable is <05/0.

**CONCLUSION**

In the first hypothesis of rational decision-making executives concluded that there is a significant relationship between style and organizational health Hormozgan governor and subsidiary. Obviously, if the possibility of full scientific review of all aspects of the issue or problem that requires a decision has been made and there is enough time and resources available to managers. The most appropriate method of decision-making is rational or reasonable. But is there really our manager in their organizations' ability to decide wisely in all cases.

In the second hypothesis, according to a government position in the city and governors are complex and unpredictable problems in the areas of managing them, as we foresaw came to the conclusion that there is a significant relationship between intuitive style of decision-making and organizational health and its subsidiaries managers Hormozgan governor and governor. According to the results and experienced researcher in Hormozgan governor and the governor can be said to solve some complex and unpredictable

problems in the province is taken, requires the use of intuitive decision-making practices by managers with experience.

In the third hypothesis, too, we came to the conclusion that there is a significant relationship between the decision-making style dependence of managers and organizational health. In other words, the more complete in its subsidiary Hormozgan governor and the governor's office, the decision-making style as a variable dependence can almost be considered effective in improving organizational health. But, of course, totally dependent on others, lack of independence of thought and action in important decisions, strictly in accordance with the views of other people, need to help others and have often totally rely on support and other tips when making a decision as it should, and probably will not be effective in improving organizational health as poor correlation between these two variables and the hypothesis as a predictive variable in the regression to the mean.

After testing the fourth hypothesis, we conclude that there is a negative relationship between decision-making immediate management style and organizational health is significant. So, it can be said that its subsidiary Hormozgan governor and governor, the lack of real-time decision-making styles can be used as a variable to be considered effective in improving organizational health. The results showed that governors subsidiary managers, when faced with a problem without a comprehensive investigation and do not make decision generally spontaneous and quickly.

Finally, after the fifth hypothesis test, we conclude that there is a significant relationship between use of avoidant style of decision-making by managers and organizational health. Our suggestion to managers and governors is that be transformational people instead of avoid from organizational problems solution and with its own management and tact meet with management and organizational problems and attempt to solve them.

#### **SUGGESTIONS**

- Investigate the relationship of other styles of decision-making and organizational health
- Investigate the relationship of transformational leadership style, transactional, insightful, charismatic and organizational health
- Examine the relationship between organizational trust and organizational health
- Examine the relationship between organizational citizenship behavior and organizational health
- Investigate the relationship between the organization and quality of health services organization
- Study spirituality and organizational health

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