



Decision making styles of managers and its relation with their job performance in high schools of Birjand city

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Abstract. One of the challenges of managers over time is decision making. Decision making as management and organizational function can affect organization effectiveness. The present study aimed to evaluate decision making styles of managers and its relation with job performance in high schools of Birjand city. This study is descriptive-correlation in terms of data collection and applied in terms of purpose. The study population is managers and deputies of female high schools of Birjand city. 97 people are selected by simple random sampling method by Krejcie & Morgan Table. The results showed that dominant style of decision making is intuitional and managers are in good condition in terms of job performance. Regarding the relations between decision making styles, there is a significant relation between spontaneous style and avoidant and intuitional styles. Also, the results show the lack of correlation between decision making styles and job performance and there is a significant association between rational style and management and executive experience of managers.

Keywords: Decision making styles, Job performance, Managers of schools

1. INTRODUCTION

Activity in all organizations namely educational organizations requires taking various and continuous solutions. One of the basic needs in organizations is dealing with decision making issue. Decision making is defined as: Decision making is the process of selecting the best choice to achieve goal [1]. Bernard believes that decision making in organizations is one of the best features of behavior and human acts and by clarifying it, organizational works are perceived better [2]. The review of management theorists as Simon states that decision making is close to management and sometimes it is equal [3].

One of the important aspects of management is decision making with important role in determining policies of organization, formulating goals, and design of organization, selection, evaluation and all activities of management [4]. Deraker believes that “The future management emphasizes on process of decision making and perception of this process. All managers deal with decision making process as their job requires it [5]. Based on job necessity, managers are encountered with conditions in all their duties and the necessity of taking decision from them is necessary. Indeed, managers take their decisions by various styles and their decision making style indicates the habit model in which they use in decision making [6].

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Researchers present different decision making styles. One of the researchers is Scott and Bruce (1995) raising five styles of managers decision making including rational, intuitional, avoidant, spontaneous and dependent [6].

Rational decision making: In rational decision making, the goal is finding the best way among possible methods. Based on this method, the decision maker can obtain all the possible methods and select the best method among them. Rational method of decision making is based on the assumptions that goals and problems are vivid mostly and human mind can dominate all solutions logically and selects the best one. The required data are collected and available to the decision maker and finally effective factors on decisions and results can be evaluated and shown quantitatively [4]. **Intuitive decision making:** Intuitive decision making is unconscious process created from summarized experience [7]. In this decision making method, the decision maker has not clear logic regarding true decision and based on emphasis on internal attitude can do what he thinks is true. **Spontaneous decision making:** This style indicates the necessity of decision maker and his tendency to take final decision at the shortest time. In other words, the managers with spontaneous decision making style in encountering with decision making can take their main decision immediately [6]. In other words, spontaneous decisions are sudden ones [8]. **Avoidant decision making:** It is postponing, and negating decision making [8]. The people with avoidant decision making postpone decision making in encountering with the problem or opportunity and delays any reaction to problem. Thus, avoidant decision making is one's tendency to avoid taking any decision and avoiding decision making situations [6]. **Dependence decision making style:** This style indicates lack of intellectual and practical autonomy and emphasizing on others supports during taking decision [6]. In decision making, a person is dependent to the reason of shortcoming in awareness and lack of receiving information during decision making and needs helping and supervision [9].

Some researchers have been conducted regarding decision making styles of managers and some of them evaluate the relation between these styles and others consider the relevant factors of this issue. Two studies evaluate the relationship between decision making styles of managers and they are the relationship between decision making styles of managers in state organizations [10], evaluation of decision making styles of university managers [11] and in other studies, these decision making styles with some variables as cultural intelligence [12] and mental health of employees [13]. The results of study showed that each person follows different styles and based on this difference in decision making styles, the success of managers and their job performance are different in organizations. Spector states that people can act well in their jobs if they have required motivation and ability to have suitable performance [14]. Job performance as general expected values of organization is defined as separate behavior sections performed by a person in a definite period of time. Job performance is a set of behavior and performance models as knowledge, skill, management competence, conscience and perception abilities in job environment [15]. Generally, job performance is defined as output of people based on legal duties and the success of an employee is stated in implementation of job duties and behavioral obligations [16]. Improving job performance is one of the most important goals of managers of organizations as it provides improving productivity [17].

Management creates vital relation between economic progress, organizational effectiveness and performance of human resources. The performance of managers and leadership style and their management affect performance and quality of human resources performance and the

Decision making styles of managers and its relation with their job performance in high schools of Birjand city

quality of existing human resources in each organization is the most important factor determining effectiveness of the activities of the organization [18]. Generally, we can say good performance increases organization productivity and it leads to the increase of national economy. One of the studies performed in job performance is evaluating job performance with some variables as negative impact of stress [19, 20], social support and mental health [21], consistency and self-esteem [22], personal innovation, religious orientation and social capital of organization [23], job conscience [24], life quality of work [25] and organizational intelligence [26]. Generally, managers decide based on professional necessity [27]. Decision making as management and organizational function can affect organization effectiveness. There are various decisions making styles and each manager decide based on specific style. Selecting suitable decision making style and suitable job performance in each situation is an important factor for manager success and organization effectiveness. Thus, evaluation of decision making styles of managers and their job performance among managers can be justified.

It can be said, conducting such studies can make the managers of schools focus on the importance of various decision making styles. Indeed, this has useful results for schools as can be important in improving quality of decisions of managers of schools and plays important role in promoting social, cultural, scientific and success of schools. Conducting these studies can increase the richness of study.

2. METHODOLOGY

This study is descriptive-correlation in terms of data collection method and is applied in terms of type of study. The study population includes all managers and deputies of female high schools studying in academic year 2013-2014 as 130. The sample is selected by simple random method as 97 by Krejcie & Morgan Table.

For data collection regarding decision making styles of managers, the questionnaire of decision making style of managers as designed by Scott and Bruch (1995) is used and Patterson job performance survey (1992) is used regarding job performance. The validity of questionnaires of decision making styles of managers and job performance are verified in terms of content and their reliability are 0.80 and 0.90, respectively by Cronbach's alpha. Descriptive statistics (Frequency Tables), inference statistics (single t-test and correlation) and SPSS are used.

3. THE RESULTS AND FINDINGS OF STUDY

Based on descriptive indices, the sample people 8.2% have Diploma and below, 79.4% BA and 12.4% MA and above. 20.6% lower than 5 years, 29.9% ranging 5-10 years, 22.7% ranging 11-15 years and 26.8% as above 15 years of management and executive experience. 2.1% lower than 5 years, 6.2% ranging 5-10 years, 9.3% ranging 11-15 years and 82.5% with above 15 years of experience.

First question: How is the job performance condition of managers of high school?

RASHKİ GHALENO, POURSHAFEI, ASADI YUNESI

Table 1 shows the descriptive results and Table 2, the results of t-test of job performance of managers.

Table 1. The descriptive results of job performance

Component	N	Mean	SD	Error of deviation of mean
Job performance	97	3.70	0.40	0.04

Table 2. The results of t-test of job performance

Component	Test Value = 3					
	t-value	df	Sig	Difference of means	Difference of confidence interval at level 95%	
					Lowest	Upper
Job performance	16.97	96	0.001	0.70653	0.6239	0.7891

Based on above Tables, the mean of job performance of managers of high schools is 3.70 and its statistics is 16.97 with degree of freedom 96 and significance level 0.001. Thus, the results show that job performance is higher than average level significantly and it has good condition.

Second question: How is the condition of decision making styles of high school managers?

Table 3 shows the descriptive results and Table 4 the results of t-test of rational decision making style of managers.

Table 3. Descriptive results of rational decision making style

Component	N	Mean	SD	Error of mean deviation
Rational	97	17.68	3.14	0.31

Table 4. The results of t-test based on rational decision making style

Component	Test Value = 15					
	t-value	df	Sig	Difference of mean	Difference of confidence interval at level 95%	
					Lowest	Upper
Rational	8.40	96	0.001	2.680	2.047	3.313

Based on above tables, the mean of rational decision making style of managers of high schools is 17.68 and statistical value of this style is 8.40 with degree of freedom 96 and significance level 0.001. Thus, the results show that rational decision making is above average level significantly.

Table 5 shows the descriptive results and Table 6 shows the results of t-test of intuitive decision making style of managers.

Decision making styles of managers and its relation with their job performance in high schools of Birjand city

Table 5. The descriptive results of intuitive decision making style.

Component	N	Mean	SD	Error of mean deviation
Intuitive	97	17.97	3.03	0.30

Table 6. The results of t-test based on intuitive decision making style.

Component	Test Value = 15					
	t-value	df	Sig	Difference of means	Difference of confidence interval at level 95%	
					Lowest	Upper
Intuitive	9.68	96	0.001	2.979	2.368	3.590

Based on the above tables, the mean of intuitive decision making style of managers of high schools is 17.97 and statistics value for this style is 9.68 with degree of freedom 96 and significance level 0.001. Thus, the results show that intuitive decision making style is higher than average level significantly.

Table 7 shows the descriptive results and Table 8 shows the results of t-test of avoidant decision making style of managers.

Table 7. The descriptive results of avoidant decision making style

Component	N	Mean	SD	Error of mean deviation
Avoidant	97	12.49	3.94	0.40

Table 8. The results of t-test based on avoidant decision making style.

Component	Test Value = 15					
	t-value	df	Sig	Difference of means	Difference of confidence interval at level 95%	
					Lowest	Upper
Avoidant	6.25	96	0.001	2.505	3.300	1.710

Based on above tables, avoidant decision making style of high school managers is 12.4 and statistics value for this style is -6.25 with degree of freedom 96 and significance level 0.001. The results show that avoidant decision making style is lower than average level significantly. Table 9 shows the descriptive results and Table 10 shows the results of t-test of spontaneous decision making style of managers.

Table 9. Descriptive results of spontaneous decision making style

Component	N	Mean	SD	Error of mean deviation
Spontaneous	97	12.52	3.34	0.33

RASHKI GHALENO, POURSHAFEI, ASADI YUNESI

Table 10. The results of t-test based on spontaneous decision making style.

Component	Test Value = 15					
	t-value	df	Sig	Difference of means	Difference of confidence interval at level 95%	
					Lowest	Upper
Spontaneous	7.27	96	0.001	2.474	3.149	1.799

Based on the above tables, the mean of spontaneous decision making style of managers of high schools is 12.52 and statistics value of this style is -7.27 with degree of freedom 96 and significance level 0.001. The results show that spontaneous decision making style is lower than average level significantly. Table 11 shows the descriptive results and Table 12 the results of t-test of decision making style of dependence of managers.

Table 11. The descriptive results of dependence decision making style

Component	N	Mean	SD	Error of mean deviation
Dependence	97	10.03	1.86	0.18

Table 12. The results of t-test based on dependence decision making style

Component	Test Value = 9					
	t-value	df	Sig	Difference of means	Difference of confidence interval at level 95%	
					Lowest	Upper
Dependence	5.43	96	0.001	1.030	0.654	1.407

Based on above tables, the mean of dependence decision making style of managers of high schools is 10.03 and statistics value of this style is 5.43 with degree of freedom 96 and significance level 0.001. Thus, the results show that dependence decision making style is higher than average level significantly. The results of above tables show that intuitive decision making style with mean 17.97 is in first rank in terms of using in target sample and rational style with mean 17.68, spontaneous style with mean 12.52, avoidant style with mean 12.49 and dependence with mean 10.03 are in next ranks.

First hypothesis: There is a significant association between decision making styles and job performance of managers of high schools.

The results of correlation coefficients between decision making styles and job performance of managers are presented in Table 13.

Table 13. The results of correlation coefficients of decision making styles with job performance

Component		Rational	Intuitive	Dependence	Spontaneous	Avoidant
Performance	Correlation coefficient	0.139	0.031	0.044	0.067	0.197
	Significance level	0.173	0.760	0.667	0.517	0.053

The results of Table 13 and correlation coefficients and significance level show non-correlation of decision making styles with job performance.

Decision making styles of managers and its relation with their job performance in high schools of Birjand city

Second hypothesis: There is a significant association between decision making styles
The results of correlation coefficients between decision making styles of managers are shown in Table 14.

Table 14. The results of correlation coefficients between decision making styles.

Component		Rational	Intuitive	Dependence	Spontaneous	Avoidant
Rational	Correlation coefficient	1				
Intuitive	Correlation coefficient	0.031	1			
Dependence	Correlation coefficient	0.115	0.118	1		
Spontaneous	Correlation coefficient	0.008	0.374**	0.016	1	
Avoidant	Correlation coefficient	0.089	0.033	0.187	0.379**	1

Based on Table 14, correlation coefficients showing significant relation between styles are as follows:

Correlation coefficients of intuitive and spontaneous style ($r=0.374$) and spontaneous and avoidant style ($r=0.379$), there is a direct and positive relation between them and there is no association between the rest of styles.

Third hypothesis: There is a significant association between decision making styles and management and executive experience of managers of high school teachers.

The results of correlation coefficients between decision making styles and management and executive experience of managers are presented in Table 15.

Table 15. The results of correlation coefficients of decision making styles with management and executive experience.

Component		Rational	Intuitive	Dependence	Spontaneous	Avoidant
Management and executive experience	Correlation coefficient	0.233*	0.038	0.098	0.147	0.116
	Significance level	0.021	0.712	0.339	0.151	0.257

Based on the above table, there is a direct and significant association between rational style and management and executive experience of managers with correlation coefficient ($r=0.223$) and there is no association between the rest of styles and management and executive experience.

4. CONCLUSION

The first question of the present study evaluates the condition of job performance of managers and deputies of high schools of Birjand city.

The findings of this question show that job performance with the mean 3.70 and statistics value 16.97 is higher than average level significantly and has good condition and is in line with the results of the study of Arbatani and Janavi 2010 [28].

In a study regarding the managers of Florida schools (1989), some of the features of managers with high performance are referred. These features include responsibility, deterministic decision making, commitment to school mission, considering the needs of students, teachers and other employees, the attempt to establish human relations, full collection of information for decision making, flexibility, authority, establishing correct relation and development-based orientation for the growth of employees and students [29]. Thus, the managers of high schools of Birjand city have these features and their job performance is at good level.

The second question of present study evaluates the condition of decision making styles of managers of high school managers of Birjand city in the form of five styles of rational, intuitive, dependence, spontaneous and avoidant.

The findings of study in terms of decision making style condition show that “intuitive style” as decision making style has the highest and the most mean. This result is in line with the findings of study of Hadizade and Tehrani 2011, Hunt, Krzystofiak, Meindl & Yousry 2010 [10, 30]. However, it is inconsistent with the findings of study of Torat 2009, cited in Rezazade, 2010, Sanhelm, 2009, Halderman, 2003, cited in Hamidi and Qasemi Madan, 2011, Zare and Arab Shibani, 2011, Rezazade, 2010; Behonia, 2011, Hamidi, Qasemi Madani, 2011; Ravangard et al., 2013, Heidari and Marzoghi, 2012 [31, 12, 32, 9, 33, 11] and rational and spontaneous styles are used as the styles with highest application and this result is used due to the difference in environmental conditions of study population.

Intuitive decision making in unstable environments and lack of information conditions is the only decision making method. In change situations, the skillful managers estimate hard situation and by existing information and relying on their intuitive power can decide and successful decisions in these conditions are mostly based on intuition and are less reliant upon objective information. Queen considers intuitive decision making as the best method in these cases without adequate quantitative information. Agor describes the conditions in which using intuitive decision making is suitable as: 1-The situations in which uncertainty level is high in environment. 2- The situations without past information, 3-The conditions in which there is no objective information, 4-The situations in which there are various choices but there is no exact index to select one of them [4].

Based on theoretical basics, we can say the managers of high school of Birjand city by considering environmental conditions on schools and information as available apply intuitive decision making style more than other styles.

The present study regarding dependence style as the lowest mean is in line with the studies of Zare and Arab Shibani, 2011 and Bahunia 2011 [9, 32]. By considering the point that managers in this style delegate decision making style to other people, the responsibility of coping up with the outcomes of any decisions is for them (Argyropoulou & Sidiropoulou, 2003, cited in Ravangard et al., 2012)[33]. It is a reason for tendency of managers to use dependence style less.

First hypothesis indicates non-correlation between decision making styles and job performance of managers of high schools as in line with the study of Danayi and Qarib Tarzeh

Decision making styles of managers and its relation with their job performance in high schools of Birjand city

2012 [34] and only among decision making styles and unity performance are not in line with the present study and it is due to the questionnaire and different decision making styles.

The results of second hypothesis show the association between spontaneous style and intuitive and avoidant styles as in line with the findings of Hadizade and Tehrani 2008 [10].

One of the reasons of achieving the above result is as intuitive decision making process is occurred very rapidly and the managers with high experience with awareness of intuition and internal feelings are inclined to take their decision rapidly and spontaneously [11]. Also, the managers regarding each problem (opportunity or threat) are inclined to ignore it possibly and be away from encountering with decision making situations and if they are under pressure and can take decision, they take their decision rapidly [10].

The third hypothesis of present study evaluates the relationship between decision making styles and management and executive experience of managers of high schools and finds that rational style has direct relation with management and executive style of managers and it is increased by increasing rational style, management and executive experience and it is in line with the findings of Heidari and Marzoghi 2012 [11].

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Decision making styles of managers and its relation with their job performance in high schools of Birjand city

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